

Bureau
for
Global Programs, Field Support
and Research

FY 2000
Budget Submission

Part 1:
Overview

FINAL
July 16, 1998

I. INTRODUCTION

As its FY 2000 **request**, the Global Bureau seeks **\$407.544 million** of core DA and CSD funding for its five centers, the Women in Development (WID) Office, and the Peace Corps program. This narrative presents the FY 2000 program for the Global Bureau, which achieves results both directly through its own program and through the support it provides other operational units of the Agency.

G's mandate continues to be to:

- 1) develop and disseminate "best practices" in development to the field;
- 2) strengthen USAID's technical cadre;
- 3) manage most of the Agency's research;
- 4) provide complementary programs and services to enhance field programs, to provide a quick response when the Agency is asked to act where it has no capacity, and to achieve global objectives; and
- 5) liaise with international organizations, donors, and US partners.

While G's mandate remains the same, the demands being placed on the bureau continue to grow:

- 1) The continued downsizing of technical field staff has led to increased demands for technical assistance from G personnel and through G managed mechanisms. For example the Africa Bureau has been forced to close its regional development office in West Africa due to severe OE constraints. As a result, the number of requests from that region has increased significantly for G technical assistance.
- 2) There has been increased collaboration with State and the NSC in foreign policy development. For example, the DG Center is now USAID's lead negotiator regarding the allocation of some \$30 million of ESF for democratic development, and significant amounts of ESF are now obligated through DG managed mechanisms. G/WID is responsible for obligating and managing substantial ESF to support interagency efforts to combat trafficking in women and domestic violence, and the promotion of women's peacebuilding roles as part of the follow-up to the G-8 summit in Denver.

3) The desire to be responsive to foreign policy interests in key non-presence or limited presence countries often leads to G involvement in the design and/or implementation of activities in places like China and Vietnam. This in turn has strained G staff and its travel budget.

4) G has the lead for complex new initiatives such as Global Climate Change, Infectious Diseases, and Development Credit Authority, as well as the design of potential new initiatives such as the USG-wide Millennium Strategy for Food Security.

These new challenges are the result of success. G is increasingly seen as a key partner to missions and regional bureaus, providing technical leadership as envisioned by the reorganization. This means however, is that G requires modest increases in OE and staffing resources, as well as additional program funds above the base level in order to meet these changed circumstances.

II. 1997 Performance

Fiscal Year 1997 was a strong performance year for the Global Bureau. G's operating units contributed to the achievement of International Affairs goals, agency goals, and the G mandate. The following are highlights of G's contributions:

A. International Affairs

G's contributions in overall foreign policy formulation were significant.

- G/ENV initiated and catalyzed efforts to fulfill the President's commitment to assist developing countries in reducing the threat of global climate change. The center worked closely with the White House and State Department to develop policies and programs that engage developing countries as full participants in international GCC activities. The center's lessons learned in sustainable energy production and its research on measuring carbon sequestration were significant contributions to discussions at Kyoto. Within USAID, the center formulated the Agency's Global Climate Change Initiative, issued in January 1998.
- G/DG was responsible for inter-agency work with the State Department and the National Security Council on broad matters of foreign policy associated with the G-8 summit in Denver, and planning and coordinating for the Great Lakes Justice Initiative.

- G/DG has, over the past 12 months, worked closely with the Department of State in the development of a strategy for the initiation of D/G activities in pre-transition China. Conceptualization of civil society and rule of law programs has included identification of prospective NGO partners, preparation of assistance frameworks, and consultation with other federal agencies and the Congress. Congressional opposition and legal restrictions difficult to waive have thus far kept either program from proceeding, but funding is requested in the FY 1999 ESF budget.
- G/WID developed strategies for addressing trafficking in women and , more broadly, violence against women in Russia, the Ukraine, and India. These are being used by State as the technical basis for the implementation of the joint U.S.-Russia Initiative on Family Violence and as models for the interagency efforts being coordinated by State on trafficking of women.
- G/HCD's Basic Education Team provided leadership, coordination and technical support for the education objectives of the White House-sponsored Gore-Mubarak Binational Partnership for Economic Development, the President's Education Initiative in Africa, and the Summit of the Americas.

G has also contributed to the achievement of the 1999 international affairs performance goals (as laid out in attachment II to the BBS guidance).

- G/PHN field support and programs helped increase contraceptive prevalence rates (CPR) 1.5 percentage points in 44 USAID-assisted countries, adding 12 million new users. This contributed to greatly to the decline in the total fertility rate (TFR) from 4.3 in 1988 to a projected 3.1 in 1998.
- More than 2 million infant and child deaths were averted as a result of immunization and diarrheal disease control programs in USAID-assisted countries with technical assistance from G/PHN.
- Through outreach to the U.S. agribusiness community and intensive regional level consultations within Russia, the Center for Economic Growth and Agricultural Development (G/EGAD) promoted the realization of more than \$20 million in new development on an initial investment of approximately \$700,000.

- G/DG provided support for free and open electoral processes in the sensitive countries of Bosnia, Nicaragua, Pakistan and Liberia.
- G/EGAD, through a newly-developed Global Technology Network, has provided access to over 60,000 US firms to more than 150 leads per month and has generated approximately \$30 million in transactions.

B. Field Support

One of G's mandates is to support programs in the field. Highlights for 1997 include:

- The Center for Democracy and Governance (G/DG) field support covered a broad range of cutting-edge practices that are replicable at many sites. For example, nine new countries are initiating anti-corruption programs based upon experience gained in Uganda and elsewhere.
- The Center for Environment (G/ENV) provided critical and timely support to field units to combat the El Nino related forest fires. This complemented G/ENV technical assistance to help governments prepare for natural disasters in a way that encourages sound natural resource management.
- The Center for Population, Health and Nutrition (G/PHN) provided a broad spectrum of support to field units that cuts across regions. Highlights include:
 - G/PHN supported efforts in 18 countries to institutionalize pre-service training of family planning/reproductive health service (FP/RH) providers in medical, nursing & midwifery schools;
 - in 7 countries in North and East Africa, South and South-east Asia, and South America, G/PHN supported communication efforts which promoted integrated reproductive health programs; and
 - in 3 countries in South and Central America and SE Asia, G/PHN demonstration projects resulted in strategies and protocols to change behaviors for improving maternal and newborn health.
- G/HCD provided technical assistance to mission basic education programs in 12 countries, supported higher education partnerships in 24 countries, and established operational test sites for USAID's new TrainNet

management information system in five field missions to ensure conformance to field needs.

- G/WID provided support to over 28 field missions in developing strategies to address women's legal rights; inheritance, land fragmentation and gender issues; girl's education; the participation of women in civil society; domestic violence; and gender in irrigation management.
- EGAD supported over 127 activities in 50 countries through mission buy-ins. Technical assistance supported work in privatization, legal and institutional reform, economic policy, and trade and investment.

C. Technical Leadership and Research

G continued to provide technical leadership to the agency.

- G/WID developed and coordinated a major international conference on girl's education, co-sponsored by USAID, the IDB and UNICEF. Over 500 participants, several at the ministerial level, were brought together to develop private-public partnerships and concrete commitments for improving girl's education.
- G/DG conducted a study of advocacy methodologies and training resources and an assessment of the impact of democracy training programs for adults and elementary school children, further developing our understanding of the links between education and civil society.
- Through the leadership of G/EGAD, microenterprise programs supported with FY 1996 funds reached nearly one million households, or about five million people, and had lending portfolios totaling more than \$300 million. Each of these one million loans generated increased economic opportunity for very small entrepreneurs. In FY 1997, micro and small enterprise development (MSED) mechanisms facilitated bond guarantees to banks in Bolivia and Guatemala that allowed those banks to raise funds to increase their lending.
- The Center for Human Capacity Development (G/HCD) launched a new university partnership program using microgrants and established an Agency interface for dialogue with thousands of universities and community colleges.

- G/HCD's Higher Education Team nurtured the creation of the Human Rights and Peace Center in Uganda, a joint effort of the University of Florida and Makerere University for human rights initiatives in the Great Lakes region of East Africa. HCD's Telecommunications and Information Technology Team established a new public-private partnership for telecommunications policy dialogue, which engages the resources of US industry and other Federal agencies on regulatory issues impeding free-market investment in telecommunications overseas, thus addressing a broad range of trade, investment, and governance concerns.
- The female condom is an outstanding example of G/PHN's role in taking a carefully selected, but not yet commercialized technology and moving it through clinical testing, U.S. Food and Drug Administration approval and then introducing it to field programs. In Zimbabwe and Zambia, the expanding use of this new product is expected to have a significant impact both on reducing unwanted pregnancies and in retarding the spread of sexually transmitted diseases, including HIV/AIDS.
- As a result of G/PHN research and technical leadership in maternal health, a new strategy, "pathway to maternal survival" has been developed and will be applied to agency maternal health programs to increase their effectiveness.
- In collaboration with WHO, PAHO, and UNICEF, G/PHN has been a major developer of the Integrated Management of Childhood Illness (IMCI) strategy, which adapts the core content of child survival interventions to decentralized health systems and work at the community level. IMCI is now being implemented in 41 countries and has proven to be very effective.
- Over the past year, USAID, led by G/PHN, has worked with its key partners to develop a new infectious disease initiative, focussing on a plan for reducing drug resistance worldwide. WHO and others have credited USAID with catalyzing efforts to coordinate the work of a wide range of partners.
- G/PHN-supported research has shown the very powerful impact that reducing vitamin A deficiency can have on child mortality. These impressive results from field research have led USAID to launch the Vitamin A Enhanced Effort (VITA). VITA is designed to ensure that 80% of children at risk will have sufficient vitamin A intake in the next five to seven years,

resulting in a 20% reduction in child mortality in key countries. VITA takes a unique approach in building an alliance with private sector firms and civic organizations while increasing vitamin A programs at the country level.

- G/EGAD-sponsored seminars and research on Asian Financial Markets, economics of carbon-based pollution, and private provision of infrastructure, started well before these topics became popular. In the case of the Asian financial crisis, the results were opportune and significant in helping guide US responses in Thailand, the Philippines, and Indonesia.
- G/EGAD supported agricultural research and technology dissemination to complement other field support programs. For example, USAID sponsored research on "super-rices" for Asia. Recent advances in research have produced 14 tons of rice per hectare on test fields, up from the current average of six tons.
- G/ENV developed the Making Cities Work strategy and a set of "urban lens" tools for USAID staff. The tools include models for sustainable financing systems that lead to equitable delivery of shelter and urban services:

--The city of Ahmedabad, India is issuing the first municipal bond in India and South Asia which will direct domestic investment toward municipal infrastructure to benefit poor city residents. Several other cities in India are now pursuing programs to issue municipal bonds.

--Similarly, in Poland six cities have issued municipal bonds and the municipal finance law has been reformed to facilitate public-private partnerships as a model for financing municipal services.

--The city of Tiruppur, India developed its first Build-Own-Transfer (BOT) project- the first water supply privatization project in India.

D. Staff Development

The Global Bureau has continued to make important progress in carrying out its mandate to strengthen the technical cadre of USAID. For example:

- Our staff has provided strong technical leadership in chairing recruitment panels for IDIs, PMIs and conversion of

Civil Service employees to the Foreign Service. Global experts have taken the lead in developing recruitment criteria and standards in all technical sectors. Sector workforce analyses prepared by the centers have played an important role in persuading Agency management to increase technical hiring from the outside. A dozen officers were hired in FY 1997 in the PHN sector and we anticipate that a high percentage of the thirty to sixty employees projected to be hired between 1999 and 2000 will be in PHN, Environment, Democracy and Governance, and Education.

- **The five centers have invested a great deal of time and effort in the Foreign Service assignment process to match up the technical skills of officers with the requirements of positions. In the current assignment cycle alone, 150** technical positions were filled worldwide requiring a tremendous workload by the centers in reviewing the strengths and weaknesses of bidders and discussing assignments with missions and regional bureaus.

- The centers have designed, organized and carried out a wide range of technical seminars and workshops which have enhanced the technical knowledge of Agency staff and exposed employees to state of the art information in all technical sectors. In FY 1998 **ten** training activities are being held in Washington and in the field, which will reach approximately **700** direct hire and non direct hire employees and partners worldwide. In addition to these formal training sessions, Global has played a strong mentoring role with both direct hire and non direct hire employees engaged in technical work in USAID.

- At the time Global was created, the bureau's workforce was made up of approximately **22%** Foreign Service and **78%** Civil Service Officers. A concerted effort was made at all levels in the bureau to significantly change the ratio to bring a higher level of FS experience and perspective to the bureau. While realizing that we have more to do in this area, our efforts have borne fruit. Global's current workforce is made up of **31%** Foreign Service and **69%** Civil Service.

E. Continuing the Reengineering Process in G

During the past several months, the Global Bureau has initiated a process to implement the recommendations of both the Workforce Planning Task and the A&A Task Force within the G Bureau. Our objective is to reduce the staff devoted to process and programming so that we can shift staff to critical technical areas and reduce the need for additional staff even as the demands on G continue to increase significantly. The focus of these efforts include:

- A joint review with PPC of the R4 process for G funded programs. There is considerable duplication of effort with mission collected data in the current R4 structure which was designed primarily for bilateral programs. We used the R4 review process this year with an eye toward making adjustments to streamlining the results data we need to make performance decisions in G. We hope by FY 99 to have a new, less staff intensive process in place.
- The process of transferring field support funding from missions and bureau to the G programs is especially labor intensive. Since NMS is not likely to solve that problem in the near term, we are undertaking jointly with M/MPI, a "value engineering" assessment of the field support process with the objective of reducing the Agency staff time devoted to processing the transfers. We hope to have the results in place for FY 99 appropriations.
- Based on the outcome of the above processes, we hope to restructure the G Bureau program function over the next several months to focus staff more on results and technical needs.
- We have formed a working group with OP to identify more simplified methods of contracts and grants for G activities. We have several potential approaches under review such as building on the streamlined way of processing IQCs that were developed for the SEGIR program.
- Together with the M Bureau, we have an assessment currently underway to determine the most appropriate use, criteria and levels for fellows programs which are managed by G. Fellows offer an important opportunity to bring current technical skills into the Agency.
- The review of the G R4 process has also identified the need to revisit the indicators in the Democracy and Governance sector for the Agency and streamline that process which we hope to address in the coming year.

III. G's RESOURCE REQUEST

The base level funding scenario for FY 2000 would provide G \$363 million of core DA and CSD funding for its five centers, the Women in Development Office and the Peace Corps Program. The bureau would be limited to a target on board level of 415, including 230 OE funded USDH, 27 Urban and Environment (UE) credit funded USDHs and 158 program funded staff (RSSA, PASA, IPAs, Fellows and TAACS). G's projected Base OE level for FY 2000 is \$.944 million for travel, expendable supplies, services and equipment and \$.19 million under the special environment transfer authority (these funds are approved for environment related travel only). These levels in all accounts are inadequate to cover critical requirements of the bureau.

A. Program, Staffing, and OE Resources

Base Level: If, as requested, G funds its earmarks and directives at the 1999 CP level, only **10%** of G's budget will be available for discretionary spending. Even that assumes that the CDP/CDR program will be successfully transferred to the ESF account. Funding G's program at the base level would have the following implications:

- DG: Ongoing support for the Global Women in Politics program and plans to support an NGO partner in building a Global Civil Society networking program would have to be terminated. Assistance agreements on the subjects of rule of law, civil/military relations and anti-corruption would be cut by 40 percent, reducing DG's ability to respond on these issues to a bare minimum.

- EGAD: All agricultural programs would be held to minimum activity levels, lessening annual impacts and performance. The CGIAR's funding situation will continue to worsen, requiring a statement at this year's meeting indicating a drop in US support. If the shift to ESF funding for CDR/CDP did not occur, we would be forced to eliminate the emerging markets program and office.

- ENV: G's contribution to the President's GCC initiative would not have the quick start-up envisioned when the initiative was announced earlier this year because G would not be able to provide the necessary technical assistance to the missions needed to ensure that GCC targets are met. Also, G would not be able to implement activities in critical close-out countries, such as Poland and Indonesia. Furthermore, the private sector partnership program, which represents the centerpiece of the Agency's outreach for GCC and essential for the realization of the Kyoto Protocol on GCC, would be terminated. Finally, the

effort under the Administrator's Making Cities Work (MCW) Initiative to build outside alliances would be stopped.

-- HCD: The Higher Education Strategic Objective would be eliminated. New relationships with the U.S. higher education community that have been carefully built up over the past two years would be placed in jeopardy as we eliminate the very popular new Higher Education Partnerships for Development Program managed by the Association Liaison Office (ALO). The Agency risks an adverse reaction from both the Hill and the International Education and Training Coalition (IETC) should this Partnerships program be terminated. In addition, the Global Bureau's leadership activities for telecommunications policies and applications would be severely under-funded. At the base level, the Global Bureau, and G/HCD in particular, would be unable to make essential contributions to achieve results listed under the new Agency Goal for Human Capacity Development.

-- PHN: The ability of the center to provide technical leadership and support to the field for infectious disease programs would be seriously diminished. Two of three planned field sites for tuberculosis control would be terminated. USAID's participation in the strategy to reduce antimicrobial resistance would be limited. Support for the development of new approaches to surveillance will be eliminated. Support for the development of improved approaches to malaria treatment and control would be undermined.

With respect to other health programs, the nearly 40% cut in "other health" from FY 1998 will have a very serious impact on G/PHN's objectives to reduce maternal mortality and morbidity, reducing our ability to bring to scale effective life saving approaches, including dealing with labor and delivery complications and hemorrhage, and improving maternal nutrition. In addition, M/B proposes that G/PHN accommodate the Agency's earmark for War Victims (\$7.5 million) within these reduced levels. This means an even further reduction in "other health" funds, creating greater difficulties for maternal health programs, as well as a 10% cut in G/PHN's child survival program, which would impact on our ability to reduce pneumonia, the leading killer of children.

-- WID: The agency would be unable to meet its existing commitments for girl's education. The enrollment and completion goals of the Girls' Education Initiative would not be achieved and the expectations raised by the international conference on girl's education would not be met. In addition, in order to continue to support programs addressing the Administration's commitments on trafficking in women, which affects about 1 million women annually, G/WID would have to curtail its other activities in women's legal rights.

-- All: The technical leadership of the agency will suffer in higher education, civil society, infectious diseases, telecommunications, urban programs, natural resources, and agriculture. All G operating units would lose most of their capability to respond to crises or opportunities.

In FY 1998, G's OE budget of \$1 million is being used in two areas - travel (\$.915 million) and expendable supplies, services and equipment (\$.085 million). The bureau is also utilizing \$.19 in special environment funds for travel. These levels are insufficient to allow the bureau to meet the demands for program oversight, technical leadership, Agency representation and support to non-presence countries.

Based on Agency-wide R-4 reviews, the bureau is requesting a ceiling of 179 (currently approved level) for fellows worldwide in FY 2000. However, it is important to note that the outcome of the joint Management and Global Bureau fellows' study/survey will determine future ceilings for the Fellows Programs. Global is also projecting a level of sixty eight (68) Technical Advisors for AIDS and Child Survival (TAACS) which now includes officers working in basic education. Charts showing a tentative worldwide distribution of these programs are found in Part 2, Attachments 1 and 2. The information is subject to change depending on Fellows ceilings and TAACS funding.

Increment: G Bureau requests **\$407.544 million** of core DA and CSD funding for FY 2000 for its five centers, the Women in Development (WID) Office, and the Peace Corps program. At this level, G would be able to meet all directives, except for the CDP/CDR program, continue its mandate for field support and technical leadership, begin two important initiatives described below, and strengthen the agency's relationships with the agricultural and university communities.

DG: Restores the Global Women in Politics program and plans to support an NGO partner in building a Global Civil Society networking program. Furthermore, funding would be restored for assistance agreements on the subjects of rule of law, civil/military relations, and anti-corruption.

HCD: Restores the Higher Education Development Partnerships Program, and allows a new Distance Learning Initiative for U.S. leadership in telecommunications policy and applications.

WID: Allows achievement of current objectives and the follow through on commitments for legal rights and trafficking in women.

ENV: Restores funding for the President's GCC Initiative for the provision of technical assistance to missions to

meet the GCC targets, the implementation of GCC activities in critical close-out countries, and the GCC private sector partnership program, which is the centerpiece of the Agency's outreach on GCC. Furthermore, the effort to build alliances under the Administrator's Making Cities Work (MCW) Initiative would be realized.

EGAD: Provides adequate funding for the center's ongoing agricultural programs, allows the CGIARs to be funded at \$25 million, and provides the base funding for what may become the USAID contribution to the USG-wide Millennium Strategy for Food Security Initiative. Even without the initiative, this funding is needed to address critical rural finance and agricultural policy issues that are at crux of food security.

PHN: Maintains ability to provide technical leadership and research in maternal health, water supply and sanitation, health financing, and policy reform. Supports crucial interventions to reduce sexual transmission of HIV, the leading cause of HIV infection globally. Allows full participation in global strategies for reducing the spread of antimicrobial resistance and tuberculosis, and identifying more effective approaches, interventions and policies for use in the field; expands coverage of more effective interventions for prevention and control of malaria at the community level; and allows for improving surveillance and response capacity at the country level.

Workforce and OE Increase: Workforce and OE increases are being requested in FY 1999 with only a relatively small additional increase in FY 2000. **For FY 1999 G requests a target on board staffing level of 437** which includes 235 OE funded USDH; 27 Urban and Environment (UE) credit funded USDHs and 175 program funded staff.

At this increment level, G requires an OE level of \$1.315 million for travel, expendable supplies, services and equipment; this reflects a modest increase for expendable supplies and a substantial increase in our travel budget to accommodate the increasing demands for management and oversight of activities in non-presence and mini-presence countries. In addition to the OE level, we are requesting the use of \$.2 million in transferred program funds for environment travel.

The following table summarizes the bureau's FY 1999 and FY 2000 base and request levels for OE, by operating unit:

Operating Units	FY 1998	FY 1999	FY 1999	FY 2000	FY 2000
	Estimate	Base	Request	Base	Request
AA (1)	83,400	76,800	294,300	76,800	294,300
WID	71,200	67,700	67,700	67,700	67,700
DG	114,000	108,900	135,000	108,900	135,000
EGAD	199,500	189,500	237,500	189,500	248,800
ENV - OE	80,700	76,700	76,700	76,700	76,700
PHN	275,500	260,200	275,500	260,200	275,500
HCD	90,400	85,900	120,900	85,900	120,900
OE Travel Subtotal	914,700	865,700	1,207,600	865,700	1,218,900
DG - PMI	7,200	0	0	0	0
PHN - Contract Cost	30,000	30,000	50,000	30,000	50,000
Expend Supplies/Misc	48,000	48,000	57,200	48,000	62,200
Global OE Subtotal	999,900	943,700	1,314,800	943,700	1,331,100
ENV - Spcl. Acct	190,000	190,000	200,000	190,000	225,000
GRAND TOTAL	1,195,200	1,133,700	1,514,800	1,133,700	1,556,100
Technical Training (2)	364,300	359,000	700,000	359,000	700,000

Note: (1) In FY 1999 and FY 2000, the Global request includes \$215,000 for travel to non-presence and limited presence countries.

(2) FY 1998 training funding includes \$5,300 transferred from LAC for staff training.

For FY 2000, the G Bureau requests a target on board staffing level of 439 which includes 235 OE funded USDH; 27 Urban and Environment (UE) credit funded USDHs; and 177 program funded staff. At this increment level, G requires an OE level of \$1.331 million for travel, expendable supplies, services and equipment; this reflects a small increase in our travel budget and in requirements for expendable supplies. A level of \$.225 is requested in the use of program funds transferred to OE under the special environment authority for travel.

Global's workforce request for FY 1999 is for an increase in our target on board level of 5 direct hires and 17 program funded non direct hires. The increase would be focused primarily on responding to increased demands on G/DG for foreign policy related work, on G/EGAD for implementing DCA, and on G/ENV for implementing the GCC initiative. An increase of two additional program funded non-direct hires is requested in FY 2000.

The following table summarizes the bureau's FY 1999 and FY 2000 base and request levels for workforce, by operating unit:

	FY 2000 Workforce Request	FY 1998	FY 1999	FY 1999	FY 2000	FY 2000
		Estimate	Base	Request	Base	Request
AA	Direct Hire	6	6	6	6	6
AMS	Direct Hire	8	8	8	8	8
PDSP	Direct Hire	11	11	11	11	11
WID	Direct Hire	9	9	9	9	9
	Program Funded	4.5	4.5	4.5	4.5	4.5
DG	Direct Hire	24	24	27	24	27
	Program Funded	12	12	16	12	16
EGAD	Direct Hire	54	54	55	54	55
	Program Funded	32	32	33	32	34
ENV	Direct Hire (DH) - OE	29	29	30	29	30
	DH - UE (AID/W)	15	15	15	15	15
	DH - UE RUDOS	12	12	12	12	12
	Non Direct Hire - UE (AID/W)	1	1	1	1	1
	Program Funded (AID/W)	23	23	32	23	33
PHN	Direct Hire	73	73	73	73	73
	Program Funded	74.5	74.5	74.5	74.5	74.5
HCD	Direct Hire	16	16	16	16	16
	Program Funded	11	11	14	11	14
	Total Global USDH - OE	230	230	235	230	235
	Total USDH - UE (AID/W & Overseas)	27	27	27	27	27
	Non Direct Hire - UE (AID/W)	1	1	1	1	1
	Total Program Funded	157	157	174	157	176
	Total Global Workforce	415	415	437	415	439

Note: Program funded numbers include RSSAs, PASAs, IPAs, Fellows and TAACS for Global Bureau.

Decrement: This would amount to a budget of **\$350.321 million** of core DA and CSD funding for FY 2000. The control levels provided by M/B amount to 14% reductions for the other economic growth and democracy/governance funding sectors. In order to maintain some level of funding for technical leadership, we cut the following directives by the same (14%) amount: labor, IESC, ATI, and USTTI. Directives in other sectors were cut by 2%. Even with this, the research and technical leadership mandates of G would be severely affected as program funded staff and contract support were cut, as would G's ability to respond to foreign policy priorities and to implement the GCC initiative. There is broad sentiment that the central technical bureau must be prepared to assist field missions in all areas covered under the Agency's Strategic Plan, as they relate to sustainable development work. The extent of "shaving" objectives will be clearly described in Part 2, and we will identify those objectives where we simply cannot function at the decrement level. **No reduction in direct hire workforce or OE resources from the base level is contemplated,** although as described in operating unit narratives, some program funded staff may be eliminated due to program funding shortages at the base and/or decrement levels. We anticipate a continuing increased demand for TDY assistance for field missions, and in the absence of increased ability to utilize program resources for services, our USDH staff will make every reasonable effort to be responsive to Agency needs.

The following table summarizes the FY 2000 base, increment, and decrement levels for core funding by operating unit.

(\$000)

Operating Units	FY 1999 CP	FY 2000 Base	FY 2000 Request	FY 2000 Decrement
DG	14,853	13,509	17,000	11,617
EGAD	55,943	59,287	71,450	55,837
ENV	37,138	37,138	43,000	36,395
HCD	7,870	7,870	11,670	7,403
PHN	235,408	233,408	251,124	228,709
WID	10,000	10,000	11,800	9,060
PDSP*	1,500	1,500	1,500	1,300
Total	362,712	362,712	407,544	350,321

*Global's Program Development and Strategic Planning Office staff manages the Peace Corps Special Objective.

The narratives in Part 2 expand upon the description and accomplishments of each G operating unit and the implications of the three funding scenarios.

B. Credit Programs

1) Micro and Small Enterprise Development (MSED)

To date, the MSED and predecessor programs have helped mobilize in excess of \$220 million in private sector loans, substantially to support small businesses and, increasingly, microenterprises. Under the MSED program as of the end of FY 1997, USAID had 46 credit facilities in 20 developing countries and maintained an active portfolio of over \$75 million in loans and guarantees. In FY 1998, USAID expects to support up to \$50 million in new loan guarantees under this program, with an increased focus on Russia and the Latin America and Caribbean region.

Funding for MSED is divided into three categories: the Credit Subsidy (1.5 million); Credit Program (used for training- \$.85 million); and Administrative costs (\$1.1 million). Only the Credit program is included within the regular G budget base.

2) Urban and Environmental Credit Program (UE)

In FY 1999, the UE Credit Program will utilize \$6 million of budget subsidy authority to leverage approximately \$68 million of private U.S. investment. The loans provided through these projects are upgrading conditions in the slums of India and Indonesia, financing affordable housing development for low-income families in Morocco and Zimbabwe, and helping municipalities in South Africa and the Czech Republic serve the needs of their citizens with critical basic services.

For the year 2000, G is requesting that the credit funding be increased from \$6 million at the base to \$10 million at the increment to allow USAID to meet its Urban and Environmental (UE) credit Program commitment levels while responding to the urgent need for urban services in Central America and ENI.

An additional related complication is that missions often use this schedule to plan for future Development Assistance funding needs (since missions almost always contribute DA funds for Technical Assistance programs in support of the UE Program). Missions also plan their results packages based on planned UE Program authorizations. Without the requested \$10 million in subsidy for FY 2000, missions may fall short of their targets in the outyears.

Administrative Expense:

At the base level of \$6.1 million, G/ENV will only be able to recruit one IDI which will result in serious staffing problems in the outyears due to the pending retirement of a significant number of Urban Development Officers. We request \$6.25 million at the increment to allow the recruitment of a second IDI.

3) Development Credit Authority

Because of significant USAID successes in promoting market-based, sustainable development, the opportunities for the use of credit-based assistance are steadily increasing. The enactment of Credit Reform and the new Development Credit Authority have made the use of credit more feasible, more cost-effective and significant in a development context for almost all sectors of USAID involvement.

For FY 2000 the Agency is requesting an increase in transfer authority going from a \$15 million base to \$20 million in program funds for subsidy cost. **To provide the needed support for the development and implementation of these DCA projects G Bureau is requesting \$500,000 of additional DA funds to transfer into Administrative Expense funds for DCA.** These additional funds will be used by G to cover travel of G staff plus advisory and assistance services from G

contractors directly related to the design and management of DCA projects in the field. In most cases, these funds will be used to match mission contributions toward the cost of DCA design and management from their own resources. Overall, the Agency anticipates that up to \$2.5 million of DA funding will be transferred from bureaus and missions into DCA for administrative expense funds.

C. Technical Training

While funds for technical training are in M's budget and not part of Global's allocation, this is a critical Agency activity and one that requires a higher level of funding. In FY 1998, \$.359 million was identified to provide training in the technical sectors. The centers designed a wide range of impressive seminars and workshops to enhance current skills and expose employees to new information in areas like democracy and governance and infectious diseases. The feedback from participants has been extremely positive and results flowing from the training are: 1) improved capacity to design, implement and evaluate technical activities, 2) expanded ability to integrate programs between sectors and 3) the sharing of new ideas and approaches to increase knowledge and improve performance.

We have been working with M/HR/LS to build the case to increase the level of funding in FY 1999 and FY 2000. **We are requesting that the Agency invest \$700,000 for technical training in FY 1999 and approximately the same level in FY 2000.** Over 60% of these funds would be used in the democracy sector where the lack of knowledgeable and skilled officers has been identified as a major Agency vulnerability.

IV. UPDATES ON PRIOR YEAR ISSUES/RESPONSES TO BBS QUESTIONS

A. Strategic Planning Accomplishments

During our FY 1999 BBS review, Agency management remarked on the difficulty G faced with complex global objectives. Throughout the year, each of G's operating units has considered the focus and intent of its programs, with a goal of improving the clarity and direction of G's work. We are working to ensure that our programs are results-oriented, within our manageable interest, and based on collaborative relations with our partners and customers. Furthermore, PPC is assisting us through hosting collaborative discussions designed to reach agreement on these issues.

In many respects, the FY 2000 R4 technical review process was substantially improved over the FY 1999 reviews for all Global Bureau operating units. We achieved a much higher level of interest from our partners outside the bureau, and have taken considerable steps to ensure their views are reflected in ongoing

strategic planning exercises. We share concerns expressed, which related primarily to identifying the value-added of central programs in maintaining the Agency's status as the technical leader in development as well as in field support and research.

B. Performance Informed Budgeting

Global Bureau operating units followed Agency guidance for assessing performance of individual objectives, scoring, and ranking. Technical assessments were highly participatory, with representation from all regional bureaus and PPC. Scoring reflected progress having been met or exceeded in all cases. The clustering of objectives within a sector was of limited use, particularly since those objectives which fell in the "low" cluster were not found to be poor performers. In addition, the continuing high level of earmarks and directives make it impossible to allocate resources on the basis of performance. The process did, however, result in an improved understanding of those areas which require special attention over the coming months.

**Bureau
for
Global Programs, Field Support
and Research**

**FY 2000
Budget Submission**

**Part 2:
Operating Unit
Resource Requests**

*FINAL
July 16, 1998*

CENTER FOR DEMOCRACY AND GOVERNANCE (G/DG)

A. OVERVIEW

Increasing foreign government adherence to democratic practices and respect for human rights is a fundamental national interest of the United States and a specified goal of the US Strategic Plan for International Affairs. The Center for Democracy and Governance (G/DG) advances USAID's commitment to strengthening democracy and good governance worldwide as an essential component of a balanced foreign assistance program. Democratization facilitates informed participation, public sector accountability, and rule of law. Success in the other core areas of USAID's sustainable development program is inextricably linked to democratization and good governance.

The critical functions of technical leadership, field support and program management are carried-out by G/DG with specified objectives in the substantive technical areas of rule of law, elections and political processes, civil society and governance. Specified performance targets were found to have been met for the most recent reporting period; and more generally, the trends in democracy-building are favorable. The profile of development work in the democracy and governance area is rising, and best practices are being advanced. The number of liberal democracies continues to grow.

Past year performance highlights of G/DG include elections work in Bosnia, Nicaragua, Pakistan and Liberia; the strengthening of advocacy movements for improved democratic governance in Indonesia, Kenya and Angola; and inter-agency work with the State Department and the National Security Council on matters of foreign policy, including the G-8 summit in Denver, the Great Lakes Justice Initiative announced during the President's trip to Africa, and the allocation of democracy Economic Support Funds.

Recent outputs from G/DG have included a DG assessment methodology, an Alternative Dispute Resolution (ADR) Guide and a set of four rule of law manuals on code revision, judicial training, institutional strengthening, and constituency-building for reform. Political sector assessments and D/G strategies were completed in 12 countries over the course of the past year. A study of methodologies for civic advocacy has been completed, as has an assessment of the impact of civic education programs for adults and elementary school children. A guide for media sector support has been initiated; initial work in economic growth/democracy and governance linkages has been completed; a civil society-based strategy for conflict resolution and prevention in Africa was developed; a draft handbook has been prepared to inform assessments, strategy development and programming in legislative strengthening; and regional workshops on anti-corruption were sponsored in key regions.

B. OBJECTIVE CLUSTERS

Center for Democracy and Governance	
Composite Clustering	Strategic Support Objectives (SSOs)
High	SSO 1 Legal systems operate more effectively to embody democratic principles and protect human rights (rule of law) SSO 4 National and local government institutions more openly and effectively perform their public responsibilities (governance)
Medium	SSO 2 Political processes, including elections, are competitive and reflect the will of an informed citizenry (elections and political processes)
Low	SSO 3 Informed citizens' groups effectively contribute to more responsive government (civil society)

Consistent with Agency guidance, the above table ranks G/DG's objectives based upon composite factors of performance, development considerations, U.S. national interests, and U.S. foreign policy. G/DG was assessed as having "substantially met expectations" in regard to performance targets established for each of the four objectives for FY 1997; and all four objectives were ranked as showing "exceptionally high correspondence" to priority U.S. national interests. The differentiating factors were found in scoring for development considerations and U.S. foreign policy concerns. The rule of law and governance activities were ranked as "exceptionally high" in terms of need within the strategic goal area, while the elections and civil society activities were given "strong priority" assessments. The beneficiary countries of the civil society program were assessed as "strong" in terms of importance to U.S. foreign policy concerns while those of the other three objectives were ranked as "exceptionally high".

Increment level resource allocations are reflective of the needs of each objective and the existing management contract. In light of strong performance, resource allocations are neither decreased (for poor performance) nor increased (to provide increased attention to poor performers). The pipelines of individual objectives are within a reasonable range (18 months).

C. RESOURCE REQUEST

G/DG requests an increase of three USDH staff for FY 1999 as justified by prior documentation and the approved strategy, as well as expanding workload attributable to growing responsibilities for ESF programming, increased demand for services in limited- and non-presence countries, and an absolute requirement for more DG Officer-led training to increase Agency skills for DG programming. G/DG also requires an increase of four program funded personnel in FY 1999, from 12 to 16. The FY 1998 Operating Expense allocation for G/DG is \$.109 million. A proportionate increase is requested to accommodate required **travel** for the requested increase in staff. G/DG requests an increase in this level of \$.026 million, to \$.135 million in FY 1999.

The M/HR allocation of operating expense funds for **training** purposes to G/DG for the past couple years has been \$.105 million. While some 100 DG officers have benefited from center-led in-service training over the past two years, the effort is deficient to needs. The Global Bureau has made the case directly to M/HR that a much more comprehensive training effort is required to adequately address the Agency-wide DG skill deficit and to build a DG technical cadre. An annual allocation over the next three years of \$.420 million has been requested for the development and implementation of a major new initiative. Specifically proposed is a democracy officer certification program, skill-building in democracy promotion, in-service training, and senior staff training.

1. Base Level

a. Program Budget

The approved G/DG program strategy (1997 - 2002) and the existing management contract assumes an annual program funding level of \$17 million. The level of funding proposed at the increment resource level fully funds the strategy. The base and decrement resource levels fall far short of the amount required to continue the existing program.

The FY 2000 base resource level is 33 percent less than the planning level used in the approved strategy. At this level:

- Personnel and technical leadership costs are distributed relatively equally among the four SSOs.
- The budget allocation to non-direct hire personnel, including institutional contract assistance, must increase from current levels due to rising workload attributable to increasing ESF programming/management and non-presence country work.
- Technical leadership activities will decline by a quarter from what had been planned. This will have a detrimental

effect on the initiation of planned second generation analytical and program modeling work.

The major short-coming of the base funding level is decreased core funding for a complement of global assistance agreements for DG. The largest of the agreements is protected by administrative directive, but the balance of the portfolio is being squeezed. The new grant to the AFL/CIO-supported American Center for International Labor Solidarity (ACILS) was approved in September. It supports the labor program with funding of \$9 million annually over the next five years. G/DG is budgeting \$6 million for this purpose, on the understanding that the \$3 million balance will be transferred to the center from elsewhere within the Agency budget for commitment to the grant.

Other major existing and planned assistance agreements include the following:

- SSO 1: PASA with the Department of Justice
Inter-Agency Agreement with the Federal Judiciary
Global subsector-wide Cooperative Agreement (to be awarded in FY 1998)
Grant to International Development Law Institute
- SSO 2: Global subsector-wide Cooperative Agreement (current award is to Consortium for Electoral and Political Processes Strengthening (CEPPS), members of which are the International Republican Institute, National Democratic Institute, and the International Foundation for Electoral Systems
Grant for Women in Politics Program (currently with The Asia Foundation).
- SSO 3: Grant to American Center for International Labor Solidarity
Global subsector-wide Cooperative Agreement (planned for FY 2000)
- SSO 4: Grant to Transparency International
Cooperative Agreement on Civil Military relations (to be awarded in FY 1998)

In addition to efforts to improve state-of-the-art programming in DG, core assistance funding from G/DG is used to pay for a rapid response capability on the part of the major NGOs which the USG uses to assess and respond to, often, fast emerging opportunities in democracy and governance. The base resource funding level provides just 60 percent of the funding planned for several of these organizations. Funding allocations for work in anti-corruption, civil military relations and rule of law will be cut substantially. Grant assistance for the Global Women in Politics program will be terminated and plans for supporting a global network of pro-reform movements will be abandoned.

b. Operating Expense:

Operating expense funds are required by G/DG to pay travel costs. Staff travel provides on-site assistance to field missions, reconnaissance work in non-presence countries, and for the provision of technical cadre training. The FY 2000 base resource level is the amount which the center has received in recent

years. While G/DG usually requires that field missions pay G/DG travel costs when the benefit is mission-specific, travel for activities of a broader scope, for training, and for non-presence country work absorbs all available funds. A proposed increase in staff levels requires a proportionate increase in travel resources.

c. Workforce:

The five technical teams (rule of law, elections and political processes, civil society, governance, and strategies) are seriously understaffed and the direct hire staff limitation is the principal constraint to achieving a maximum effectiveness and efficiency in the Democracy and Governance Center. G/DG's FY 2000 base resource level for direct-hire staff constrains the center's ability to fulfill its mandates in technical leadership and field support in the following ways:

- The Governance team -- which addresses topics of legislative strengthening, decentralization, civil military relations, and anti-corruption -- has only two USDH staff instead of the four that had been planned and which the workload requires.
- The center is unable to respond to numerous requests from missions for long-term TDYs. The center has most recently been unable to respond adequately to a request from USAID/Jakarta for TDY assistance. The country is undergoing important political transition and the one assigned USAID DG officer is on long term leave. The inability of G/DG to cover a mission request of this kind from a country of important foreign policy interest is problematic.
- New unanticipated demands have been placed on the center in the programming of ESF with the State Department. In addition to participating in the inter-agency decision-making process on allocations, G/DG directly programs about two-thirds of the funds. This adds new activity management responsibilities, which can be particularly significant for non-presence countries.
- In the absence of formal workforce planning for the DG skill, G/DG has assumed the role in the interest of building the technical cadre. A data base of management responsibilities, skill requirements and assigned personnel has been assembled through informal survey work. In-service training is being conducted, and assignment and career counseling is being provided. Again though, the effort is inadequate to the longer-term need.

2. Decrement Level

a. Program Funding:

At the FY 2000 decrement level, the G/DG strategy will be reassessed. The central question of the review is not -- which of the four objectives to drop -- but rather, which part of the bureau mandate would go unaddressed. G/DG objectives are aligned with those of the Agency relating to the overall goal of democracy and good governance. Agency approaches to DG programming have been specified with the understanding that not all countries receiving assistance are at the same state of development. What is appropriate for one situation may not be workable in another. The Global Bureau must be able to attend to the full scope of approaches used to strengthen democracy and governance. G/DG has established program parameters accordingly within the context of four strategic support objectives. No one objective is, as such, more strategic than another. They are all necessary.

Subject to strategy reassessment, G/DG anticipates the following additional loss at the decrement scenario:

- G/DG will reduce non-direct hire personnel costs to a minimum and virtually eliminate independent contract-funded assessment and program modelling work in favor of salvaging minimal core funding of grantee partners.
- Non-direct hire staff will decline from 16 to six, and G/DG will transition toward becoming a "pass-through" organization with little opportunity for direct contribution to advancement of the "state-of-the-art".
- In addition to the cut-backs in grantee funding already spelled-out at the base resource planning level, core support to the CEPPS Cooperative Agreement (or the successor award) will decline by 20 percent. USG capacity to respond to requests for electoral and political processes assistance will decline accordingly.

3. Increment Level

a. Program Funding:

The FY 2000 increment request restores G/DG's ability to achieve G/DG's planned results. The \$17.0 million increment level (\$3.5 million above the base) allows for G/DG to be held accountable for results as delineated in the approved strategy and performance monitoring plans which are described as lost at the base level, above.

b. Operating Expense:

At an operating expense funding level of \$.135 million (\$.026 million above the base) the center will be able to address

anticipated travel requirements for purposes of technical assistance, training, and other donor consultation.

c. Workforce:

G/DG requests an increase of 3 USDH, from 24 to 27 USDH staff. The additional USDH staff are critical to allowing the center to effectively carry out its programs and mandate. The five technical teams (rule of law, elections and political processes, civil society, governance, and strategies) will be adequately staffed for the first time since the center was created. G/DG will be able to effectively manage its workload and staff the growing demands for "crisis" and new democracy opportunities. Present examples of this kind include Sudan, Indonesia, Cambodia, Haiti, Congo, Nigeria and China.

Center for Economic Growth and Agricultural Development (G/EGAD)

A. OVERVIEW

The Center for Economic Growth and Agricultural Development (G/EGAD) recognizes that economic growth, in general, translates into overall improvements in the economic and social well-being of people in developing countries. Better incomes result in: increased food consumption and, often, diets of better quality; greater opportunities for micro and small enterprises to flourish; and significant contributions to improvements in health, education, mortality and morbidity rates. Growth brings increased trade flows and opens markets to U.S. exports. Agricultural development is the engine for economic growth in many countries, and increases in agricultural productivity lead to both larger food supplies and increased rural incomes. In turn, these support growth in local trade and off-farm employment as well as improved rural-urban linkages.

G/EGAD supports missions in their efforts to address the above issues, but also directly funds and manages activities which contribute to the development of: economic policy and institutions which underpin global economic growth; technologies which translate science into increased productivity; financial systems which provide credit to micro-entrepreneurs and small businesses; and business linkages which permit American firms to transfer technology and know-how directly to their counterparts in developing and transitional countries.

In general, statistics indicate that global economic trends continued to be favorable in 1997. World output expanded at over four percent. Inflation has been low and stable. Developing countries' GDP increased more rapidly (at 5.9 percent) than that of developed countries (3 percent) and transition countries (1.9 percent). Trade flows increased worldwide. Exports from developed countries increased most rapidly in 1997 (at 8.2 percent), developing countries' exports expanded at a rate of 7.5 percent, and transition countries experienced a 5.3 percent growth in exports. Capital flows to developing countries, which reached a record high in 1996, continued to be strong. Food production and trade in agricultural commodities continued to increase in 1997 on a global basis.

However, two major events - the East Asian financial crisis and the climate disruptions associated with El Niño - affected many USAID-assisted countries in 1997. These events had a significant impact on the rate of economic growth and underlying economic structures, highlighting the importance of appropriate and efficient policy regimes along with flexible and responsive market structures and institutions.

Highlights of G/EGAD's performance during FY 1997 include:

- facilitating the passage of telecommunications privatization and regulatory reform laws in El Salvador;

- supporting USAID/Jakarta's efforts to reprogram their assistance to the Indonesian government in addressing the financial crisis;
- providing the technical leadership, in cooperation with USAID/Moscow and USDA, to develop an agribusiness reform and foreign investment program in Russia;
- increasing the number and quality of business opportunities identified for LDC and U.S. firms;
- achieving a level of microenterprise support activity which significantly exceeded expectations; and
- helping finalize and put into operation the management improvement plan necessary for USAID to obtain approval of the Development Credit Authority in 1998.

B. OBJECTIVE CLUSTERS

Center for Economic Growth and Agricultural Development	
Composite Clustering	Strategic Support Objectives (SSOs); and Special Objectives (SpOs)
High	<p>SSO 3 Support appropriate and functioning economic policies, market reforms and institutions in emerging markets and priority countries</p> <p>SpO 3 Expand technology transfer by U.S. business</p>
Medium	<p>SSO 1 Improved access to financial and non-financial services for microenterprises of the poor</p> <p>SSO 2 Improved food availability, economic growth and conservation of natural resources through agricultural development</p> <p>SpO 1 Better access to finance and information for microenterprises and small businesses</p>
Low	<p>SpO 2 Enhance the ability of indigenous businesses to become viable within emerging markets</p> <p>SpO 4 Increased science and technology cooperation among Middle Eastern and developing countries, and utilization of U.S. and Israeli technical expertise by developing countries</p>

Clusters are based upon composite factors of performance, development considerations, U.S. national interests, and U.S. foreign policy. Performance assessment of all objectives indicated the center is meeting, or exceeding, all the targets established for the FY 1997 performance period. An objective's ranking in the "low" cluster is relative to the other objectives of the operating unit. It does not signify that the objective has not met its targets or not had the "anticipated results" described in last year's R4 exercise.

The base level resource allocations are not reflective of the needs of each objective and existing management contracts. However, in light of strong performance, resource allocations are neither decreased (for poor performance) nor increased (to provide increased attention to poor performers). The pipelines of individual objectives are within a reasonable range (18 months).

Each of the three SSOs scored highly. The scoring for the SpOs was mixed. These represent activities which are unique to the center and which are Agency Initiatives, Congressional Directives, or special priorities. In some cases, they do not receive their funding from the center's core budget. In all cases, G/EGAD has direct management responsibility.

C. RESOURCE REQUEST

It is important to note that both the base and decrement levels are premised on two important assumptions: (1) that funding for G/EGAD's SSO 1, the overall management of the Microenterprise Initiative (\$25 million), will be made available from sources outside of G Bureau; and, (2) that the CDR/CDP Israeli programs (\$5.5 million) will no longer be funded from DA sources but, rather, by ESF funds. Should these assumptions not hold, it will drastically reduce the center's, and Agency's, ability to undertake economic growth and agricultural development activities.

1. Base Level

a. Program Funding:

At the proposed base level funding will be tight, but manageable. This level of funding will not permit any new activities or flexibility to respond to mission requests for assistance outside ongoing activities.

The following significant program implications, however, should be noted:

Consultative Group on International Agricultural Research (CGIAR): The directive control level (\$18.75 million) is well below the amount necessary to adequately support this program. At the base level, G/EGAD has reduced funding for some of its

other activities to permit the support of this program at a minimum required level of \$21 million.

SSO 2 (agriculture/food security/natural resources): The FY 2000 base level represents a six percent cut from the current, FY 1998 level. At the base level, the center will barely be able to meet all existing **directives** in this SSO; moreover, there will only be a token amount (slightly more than \$1 million) available to undertake critical follow-up to the World Food Summit, to begin including support for the African Food Security Initiative and other regional initiatives, or to provide policy support under this initiative to missions and regional bureaus. Technical leadership is threatened. The center will make selective reductions in order to have available a very limited amount of funds for the public-private partnership program designed to take on new priorities such as food safety.

SSO 3 (economic growth/emerging markets): At the base level, the center will be able to meet field support demand in the area of economic policies, market reforms and institutional development. It will also be able to provide technical leadership through the funding of research and dissemination activities addressing questions of economic growth, competitive markets development, and social safety nets.

SpO 3 (technology transfer by US business): The ability to meet the Administrator's expectations for continued expansion of the trade lead and state outreach initiative is crucially dependent on obtaining the base level.

Development Credit Authority: The start-up phase of DCA will take more time to build momentum as few resources are dedicated to the start-up phase.

b. Operating Expense: The FY 1998 reduction in the center's staff ceilings already limited its capacity to provide intellectual leadership as well as technical field support. To compensate for direct-hire staff reductions, G/EGAD has made a program choice to reduce the number of management units and a staff choice to increase use of the Resources Support Services Agreement (RSSA) mechanism. The center is also initiating new Intergovernmental Personnel Act authorities as well as expanding its AAAS Fellow contingent to add some short-term expertise.

c. Workforce: Providing leadership on the implementation of the Agency's economic growth and agricultural development goal requires that center staff participate on international boards and advisory committees, develop donor coordination opportunities at a regional or global scale, and work with overseas posts in the development and refinement of strategic plans, results packages, and new initiatives. Center staff also provide focussed training opportunities in specific skill areas. At the base OE level, the center can, with much prioritizing, provide **limited** technical expertise where it is needed and where it will have the greatest impact for the Agency.

2. Decrement Level

a. Program Funding:

The FY 2000 decrement level will have an extremely negative consequence for the center's activities. In fact, at such a level the center would have to seriously reappraise the contribution which it can make to economic growth and agricultural development.

The decrement will require a downward adjustment of the center's annual performance plans for all objectives to bring them in line with resource availabilities. The reduction in funding for SpO 3 (business development/private sector technology transfer) will be particularly difficult to absorb, given the current demand for Global Technology Network (GTN) services. The only way GTN-related reductions can be avoided is reduce Appropriate Technology International (ATI) and the International Executive Service Corps (IESC) levels, even though they enjoy strong Congressional and/or senior Agency support.

Other specific impacts include:

- Collaborative Research Support Program (CRSP): A decrement to this program is expected to cause a substantial outcry by the CRSP community and the Congress. Alternatives to such CRSP reductions would only be found in reduced funding for the International Fertilizer Development Center (IFDC); eliminating the biotechnology research and policy support program; and further reducing the low level of funding for the agricultural/food policy support activities, directly supporting the U.S. response to the World Food Summit. All of these alternatives will, in themselves, cause further outcry by the university community, the private sector and the Congress.
- Consultative Group on International Agricultural Research (CGIAR): At the decrement level, the center will not be able to fund this program above the directive level, which is straightlined from the FY 1999 level and is well below what is commonly agreed to be acceptable. A second year of cuts in U.S. core support for the Consultative Group (CG) system is not likely to be counterbalanced by increased contributions from other donors, such as Japan. Such a negative U.S. signal on CG support is likely to lead other donors to question the utility of their own investments in the system. In addition, further cuts will constrain the CGIARs productivity, as the system is now operating on a resource base which has absolutely no cushion. In short, the decrement level could have significantly negative impacts on global agricultural productivity and hunger.
- Economic Growth and Competitive Markets: At the decrement level, the center will reduce its technical leadership role. At this level, it is not possible to provide the type of support to

missions and regional bureaus which led to our very effective interventions in privatization, such as the East Asian financial crisis in FY 1997.

3. Increment Level

a. Program Funding:

At the increment level of \$71.45 million (\$12.16 above the base), G/EGAD's current portfolio of activities will be fully funded and the center's ability to exercise technical leadership on the basis of up-to-date analytical work and pilot efforts, particularly in the agriculture/food security area, will be enhanced. Priority will be given to (1) research on agricultural policy alternatives which enable countries to solve food security and poverty issues more efficiently and (2) a renewed effort to address the rural financial constraint. Rural financing is increasingly cited as a key impediment to agricultural growth and rural productivity, and fresh thinking and experimentation -- drawing, for example, on the best practices of microenterprise lending programs -- is needed. Increasing the availability of rural finance is also a challenge which is particularly critical for achievement of the objectives of the African Food Security Initiative, an initiative which G/EGAD is committed to support but for which only minimal funding has been made available in FY 1998. In addition, it should be possible, at the increment level of funding, for G/EGAD to expand regional and problem-oriented research and analysis (e.g., the impact of global trade policy changes on agriculture, agribusiness development constraints and opportunities in specific regions) to enable the Agency to respond to the issues which inevitably hamper the adjustment of developing countries to the workings of the global economy.

Staying at the theoretical and "best practices" cutting edge is a must for all centers in the Global Bureau. Unless G/EGAD meets that challenge in the agricultural, trade, and financial areas, USAID will experience a steady erosion in its ability to contribute to reducing poverty, increasing food security, and providing the underpinnings for sustainable growth worldwide.

The increment request for G/EGAD provides for:

- Additional funding in the amount of \$3.71 million to adequately fund the center's ongoing programs in agriculture (including funding for CGIARs at the \$25 million target level), emerging markets, and for credit and investment activities.
- Increased funding (\$8.45 million) in SS02, Agriculture and Food Security, to address the agenda of agricultural policy and "best practices" which will ensure secure access to food for the world's poor while managing natural resources in a sustainable way. New collaborative partnerships, involving the business and NGO sectors as well as the US university community and other elements of the USG, will focus on the full range of food and agriculture sector technology, access, and utilization issues,

including the promotion and strengthening of policies and programs related to global trade and investment and agribusiness opportunities in specific regions.

In the event that the planning for the USG-wide Millennium Strategy for Food Security results in Administration agreement that a "Millennium Food Security Initiative" should be launched in FY 2000 as a Presidential Initiative, G/EGAD assumes that the FY 2000 incremental funding request here will be programmed in tandem with the Millennium Food Security Initiative and will be in the "base" level for continued implementation of the Initiative in FY 2001. There is likely to be a large area of congruence between ongoing efforts of G/EGAD and the elements of a Millennium Initiative.

b. Operating Expense: The increment level of \$.249 million (\$.059 above the base) is necessary to maintain the center's ability to respond to existing demand for technical support to the field, global leadership, transition planning, donor coordination and program management.

c. Workforce: G/EGAD has requested one additional direct hire staff in FY 1999. The position is required to manage the Development Credit Authority program. Two non-direct hire (NDH) staff are also required, one in FY 1999 and another in FY 2000. In FY 1999, the NDH will be allocated for SSO 2, agriculture, to provide technical assistance to support missions, regional bureaus, and the Agency's development agenda with other agencies and donors. In FY 2000, the second new NDH is required for SSO 3. This individual will be a Legal and Institutional Infrastructure Specialist and will be responsible for managing policy and privatization issues on behalf of the center.

CENTER FOR ENVIRONMENT (G/ENV)

A. OVERVIEW

The Center for Environment (G/ENV) is USAID's central operating unit for addressing current and future environmental challenges. These environmental issues are the fundamental constraints to sustainable development -- challenges such as climate change, the loss of biodiversity, explosive growth in the world's urban centers, and environmental mismanagement threaten to derail the development process across all sectors. As importantly, these challenges pose a real threat to America's economic and political interests. To combat these environmental and developmental threats, G/ENV focuses on four objectives (SSOs) that form the foundation of USAID's commitment to managing the environment for long-term sustainability. The four objectives are as follows: (a) Increased and Improved Protection and Sustainable Use of Natural Resources, Principally Forests, Biodiversity, and Freshwater and Coastal Ecosystems in Key Areas; (b) Improved Management of Urbanization in Targeted Areas; (c) Increased, Environmentally Sustainable Energy Production and Use; and (d) Reduced Threat to Sustainable Development from Global Climate Change.

To accomplish these objectives, G/ENV works closely with USAID missions, with other USAID operating units, and with the larger development community (both public and private sector) to provide the necessary leadership, technical assistance and implementation mechanisms to address these issues. More specifically, G/ENV plays a major leadership role in fulfilling the President's Climate Change Initiative commitment of \$1 billion over five years; promotes greater awareness of the close link between rapid urbanization and underdevelopment; promotes sustainable energy projects and policies; assists countries in their preparation for natural disasters such as floods, landslides, forest fires, and earthquakes; and encourages sound natural resource management which is essential for preventing the further loss of biodiversity and for ensuring clean water and air for future generations. G/ENV's programs directly contribute to U.S. national interests and foreign policy objectives.

Examples of recent G/ENV accomplishments are as follows:

- Natural Resources: more than 30 countries were assisted in the protection and sustainable use of their biological resources, forests, and freshwater and coastal ecosystems; some 916,000 hectares (ha) were brought under *improved* management during 1997, with the cumulative area with improved management now more than 12,000,000 ha; a total of 418,999 ha were brought under *effective* management, for a total of 872,000 ha; and G/ENV worked with international, national, and local partners to achieve 33 policy successes that enable better resource management.
- Sustainable Urbanization: G/ENV and its eight RUDOs

worked in 40 countries in Asia, Africa, Latin America, and Eastern and Central Europe to expand the access of the urban poor to basic services and shelter, to strengthen the management capacity of cities, to encourage participatory democracy, facilitate decentralization policy reform, and to improve host-country capacity to reduce industrial pollution. A total of 2,642,850 beneficiaries were provided with access to improved urban services and shelter. In FY 1997, 260 industrial facilities implemented pollution prevention/clean production (P2/CP) practices.

- Energy: G/ENV helped reduce carbon dioxide emissions by 436,000 tons through energy efficiency improvements, deployment of renewable energy sources and cleaner technologies, and assisted in the development and implementation of 23 public policies to promote environmentally sound energy production and use. It helped to leverage a half-billion dollars of private and public investments in environmentally sound energy activities.

- Global Climate Change: This is a new strategic area for USAID; therefore there are no formal results to present at this time. However, G/ENV activities in support of GCC included climate change support and awareness for field missions, managing activities under the existing Agency climate change initiatives, coordinating inter-Agency activities (e.g., U.S. Country Studies program and U.S. Initiative on Joint Implementation), and development of the Agency's Climate Change Initiative and Action Plan.

B. OBJECTIVE CLUSTERS

Center for Environment	
Composite Clustering	Strategic Support Objectives (SSOs) and Special Objectives (SpOs)
High	SSO 3 Increased, environmentally sustainable energy production and use
Medium	SSO 1 Increased and improved protection and sustainable use of natural resources, principally forests, biodiversity, and freshwater and coastal ecosystems in key areas
Low	SSO 2 Improved management of urbanization in targeted areas
New	SpO 1 Reduced Threat to Sustainable Development from Global Climate Change

Clusters are based upon composite factors of performance, development considerations, U.S. national interests, and U.S. foreign policy. Performance assessment of all objectives indicated G/ENV is meeting or exceeding all the targets established for the FY 1997 performance period. An objective's ranking in the "low" cluster is relative to the other objectives of the operating unit. It does not signify that the objective has not met its targets or not had the "anticipated results" described in last year's R4 exercise.

The base level resource allocations are reflective of the needs of each objective and existing management contracts, as revised. In light of strong performance, resource allocations are neither decreased (for poor performance) nor increased (to provide increased attention to poor performers). G/ENV's pipelines are well within Agency guidelines. There are no G/ENV activities that are funded beyond 18 months of funding need. In fact, the majority of G/ENV activities are only funded for 12 months of need.

C. RESOURCE REQUEST

G/ENV is requesting an increase of one USDH staff in FY 1999 (to work on the President's Climate Change Initiative). In addition, G/ENV requires nine additional non-direct hires in FY 1999 and one non-direct hire in FY 2000. The center's "core" budget largely determines the extent to which G/ENV can provide top quality technical leadership and staff support services to USAID missions and regional bureaus. Technical leadership requires that core funding be available.

1. Base Level

a. Program Funding:

The FY 2000 base resource level is inadequate to meet G/ENV's objectives of Sustainable Urbanization and Climate Change. The base level for climate change will result in the cancellation of the following two climate change activities:

(1) Incentive Fund: The Incentive Fund will provide technical assistance and cost-share funding to the field missions to ensure that they meet their GCC targets. There is concern that regional bureaus may fall short of the amount necessary for USAID to meet the \$1 billion commitment for the Climate Change Initiative announced worldwide by President Clinton on June 27, 1997 at the United Nations. There are a number of missions in critical GCC countries that are targeted for close-out over the next several years. Because these missions are in the process of closing-out, they are unable to manage any new activities, including GCC-related activities. The Incentive Fund will assist regional

bureaus in developing and implementing activities for critical, but close-out, GCC countries such as Poland and Indonesia; and

(2) Partnership Program: In cooperation with U.S. private industry, the Partnership Program will fund a range of activities focussed on GCC in key countries. The Partnership Program will be the centerpiece of the Agency's outreach for the Global Climate Change Initiative. Without the support of the private sector, there is no possibility that the GCC Initiative will succeed in the long-term. Therefore, this activity is vital to the realization of the Kyoto Protocol on Climate Change, which is an important element of President Clinton's foreign policy agenda.

The absence of funding for the Administrator's Making Cities Work (MCW) Initiative (\$2 million is requested for FY 2000 under the urban objective) will effectively destroy the effort to build outside alliances which is a key element of this strategy to integrate an urban development perspective into USAID's overall programming. The MCW initiative will complement a number of other important USAID initiatives including the Global Climate Change (GCC) Initiative, the commitment of USAID to increase assistance funding through Non-Governmental and Private Voluntary Organizations, and the commitment of the Agency to develop better working relations with the U.S. Private Sector (Public-Private Partnerships).

b. Operating Expense: For FY 2000, G/ENV is requesting its target Operating Expenses level of \$.077 million. This is in addition to a request, beginning in FY 1999, of \$.225 million in transfer authority to be used for travel, which is G/ENV's authority to utilize development assistance funding for environment-related Operating Expenditures. (G/ENV will be using \$.19 million in FY 1998 and requests \$.2 million in FY 1999 in the special environment transfer authority.) Please see the chart below for a breakdown of transfer funds by use for FY 2000.

FY 2000 TRANSFER AUTHORITY FUNDS

USE	AMOUNT (in \$000s)
TRAVEL-RELATED COSTS	\$150.00
GCC-RELATED TRAVEL	\$ 75.00
TOTAL REQUEST	\$225.00

c. Workforce: Providing leadership on the implementation of the Agency's environmental development goal requires that G/ENV send its staff to missions to provide technical assistance and to participate in the development of strategic plans, results packages, and new initiatives, such as the President's Climate Change Initiative. Absent approval of the requested additional one USDH staff in FY 1999, the center will be hampered in its

ability to manage the new GCC initiative.

2. Decrement Level

a. Program Funding: The FY 2000 decrement level will further cripple G/ENV's activities and the attainment of its objectives. Below is a brief discussion of the effects of a further reduction:

- Natural Resources: The decrement level in the natural resources program will result in loss of habitat and therefore biodiversity. Most of the loss will be in the carbon-sequestering forest, with associated species extinction. A 2% cut will result in the loss of approximately 800,000 hectares (mostly forested) of habitat. Tropical forests contain 80% of the carbon stored in vegetation; increased loss will, among other effects, eliminate the possibility of discovering new prescription drugs. USAID's efforts to promote sustainable management of forests and to hold the line on biodiversity loss will be undermined by such a budget cut.
- Sustainable Urbanization: The decrement level will result in the termination of the Environmental Law Program, a program which provides legal support to countries that are attempting to strengthen their environmental laws. This program has been enormously successful; for example it has assisted several Latin American countries in their attempts to create laws that protect biodiversity and laws that prevent air and water pollution by industries.
- Energy: The decrement level will force a cut in activities related to clean energy production which help to reduce the levels of greenhouse gas emissions in the atmosphere. With decreased funding, a new clean energy activity targeted for the SADC region will be limited only to South Africa resulting in a loss of the benefits and efficiencies of a regional program.
- Global Climate Change: At the decrement level, in addition to the items already described in the section on the base level, G/ENV will not be able to recruit a Climate Change Negotiations expert (one of the required NDHs). This will hinder the center's ability to represent the Agency at international fora and treaty negotiations on Climate Change, reducing USG influence on these global negotiations.

3. Increment Level

a. Program Funding: The FY 2000 increment level of \$43 million (\$5.862 above the base) will enable G/ENV to meet its commitments to the President's Climate Change Initiative and to implement the Administrator's Making Cities Work initiative.

b. Operating Expense and Workforce: G/ENV's Operating Expense

and workforce levels, including the use of transfer authority, are included in the base scenario, above. Requested increases are anticipated for FY 1999.

D. Urban and Environmental Credit Program (UE Program)

a. Program Funding: For credit subsidy funding, the base level of \$6 million is insufficient for USAID to meet commitment levels while responding to the urgent need for urban services in Central America and ENI. The post-credit reform portfolio has an overall approved Life of Program amount of \$740 million. Due to the unsustainably low subsidy levels authorized in FYs 1996, 1997, and 1998, only \$531.9 million will have been authorized as of the end of FY 1998. This leaves a mortgage of \$208.1 million. This amount does not include any new programs -- only mortgages on outstanding programs, all of which (excluding two of the South Africa UE Programs) were authorized between FY 1993 and FY 1996. Each UE Program operates on a schedule agreed to by USAID and the borrower at the time of the Program signing. This schedule, while not a financial commitment, is a programmatic commitment to implement and complete a development activity in a certain country or region over a specific time period. Without an increase of \$4 million in subsidy for FY 2000, the center will not be able to meet a reasonable level of its outstanding programmatic commitments. In the past this has resulted in a souring of relations between the U.S. and host-country governments. Please see the table below for information on countries that may be affected.

UE Program Mortgages/Program Development

COUNTRY	Mortgage - As of September 1998	FY 1999 Projected Level (\$6m)	FY 2000 Base Level (\$6m)	FY 2000 Increment Level (\$10m)
Czech Republic	\$8.0m	\$8.0m	-	-
India	\$70.0m			
Indonesia	\$25.0m	\$5.0m	\$10.0m	\$15.0m
Morocco	\$35.0m	\$10.0m	\$8.0m	\$10.0m
South Africa	\$35.1m		\$13.0m	\$30.0m
Sri Lanka	\$25.0m			
Zimbabwe	\$10.0m	\$10.0m	-	-
ENI		-	-	\$ 5.0m
LAC	-	-	\$5.0m	\$ 5.0m
TOTAL	\$208.1m	\$33.0m	\$36.0m	\$65.0m

An additional related complication is that missions often use this schedule to plan for future Development Assistance funding needs (since missions almost always contribute DA funds for technical assistance programs in support of the UE Program). Missions also plan their results packages based on planned UE Program authorizations. Absent an increase, missions may fall short of their targets in the outyears.

The center is requesting \$10 million in Urban and Environment Credit Program (UE Program) subsidy levels. This is an increase of \$4 million over the base level of \$6 million. This increase is justified on the following four premises:

(a) The first rationale for increasing UE Program subsidy levels is that this amount would allow USAID to meet a significant portion (31%) of its UE Program commitments (see base level table for more details on UE Program commitments).

(b) The second rationale for increasing UE Program subsidy levels is that the UE Program has a high ratio of beneficiaries to money spent. The requested \$10 million of subsidy will result in an estimated 316,400 beneficiaries. These beneficiaries will receive direct, physical improvements in their daily lives in the form of clean water, sewage disposal, houses/mortgages, electricity, etc. Please see the table below for more detailed information.

UE Program Beneficiaries

COUNTRY	FY 2000 Increment Level (\$10m)	Number of Beneficiaries	Increase of Beneficiaries over Base Level (\$6m)
Indonesia	\$15.0m	174,600	58,200
Morocco	\$10.0m	6,300	1,200
South Africa	\$30.0m	75,000	42,500
ENI	\$ 5.0m	9,000	9,000
LAC	\$ 5.0m	51,500	- 0 -
TOTAL	\$61.0m	316,400	110,900

(c) The third rationale for increasing the UE Program subsidy level is that during the past year the Administrator has expressed his strong support of having credit programs as part of USAID's development tool kit. Until the center meets a significant portion of its obligations to its current mortgage levels, the center will be unable to begin developing new UE Programs to target current and future development issues. For example, in Latin America and ENI there is a desperate need for innovative programs to address the lack of funding for municipality-driven environmental improvement projects such as wastewater and solid waste

treatment. The UE Program can provide the impetus needed to interest the local private sector in financing these types of activities -- at the current limited levels, grant monies cannot. If the Agency is going to influence host-country governments and the private sector to adapt and implement environmentally-sound policies, the center must begin to develop new UE Programs. The requested \$10 million level will allow the center to begin developing a modest UE Program in Latin America and in the ENI region in FY 2000.

(d) The final rationale for the requested increase in UE Program subsidy is that, over the past year, the Agency has made significant progress in its ability to properly and prudently manage credit programs, and the Agency plans to continue this work until USAID is seen as the model for good credit management practices throughout the government. The Environment Center has played an important role in this transformation and plans to continue to do so. With the improvements that are now well-underway, it is time to begin to move towards higher subsidy levels which -- for a small increase in funding -- can leverage significantly increased assistance levels for local government and environmental services.

b. Administrative Expense:

The Urban and Environment Program Administrative Expense account provides funds for operating costs associated with the Urban and Environment Credit Program (UE Program). The UE Program provides for long-term financing through the U.S. private sector to support sustainable urban and environmental development initiatives in host countries. G/ENV works with USAID missions to design, implement, monitor and evaluate UE Program activities. These activities require adequate Administrative Expense funds.

At the base level, G/ENV will only be able to recruit one IDI which will result in serious staffing problems in the outyears due to the pending retirement of a significant number of Urban Development Officers.

At the requested increment level, G/ENV will have sufficient Administrative Expense funds to recruit two new IDIs as part of a new generation of professionals to manage and improve the use of credit.

c. Workforce: G/ENV requires an increase of two UE Program Administrative Expense account-funded International Development Interns (IDIs). The recruitment of these IDIs in FY 2000 is essential due to the retirement of a significant number of Urban Development Foreign Service Officers in the outyears. G/ENV will require a three to four year period of overlap between the current USDH staff and the IDIs in order to properly train and mentor the IDIs at the start of their USAID career.

CENTER FOR HUMAN CAPACITY DEVELOPMENT (G/HCD)

A. OVERVIEW

The Center for Human Capacity Development provides leadership to create the human foundation required for sustainable growth in all areas of development. In collaboration with USAID missions, other bureaus, donors, and partners, G/HCD assists nations in building innovative learning systems that will meet the educational needs of the 21st century.

The center empowers individuals and institutions to improve the access, affordability and quality of formal and non-formal learning systems that provide the knowledge, skills and attitudes necessary for sustainable development. This is accomplished through training educators, leaders, and practitioners for performance improvement; promoting education and training policy reform; ensuring the completion of a quality basic education; facilitating productive, sustainable institutional partnership linkages; and advancing policies and technologies that promote affordable and equitable access to information. The results are improved abilities to obtain and use information and knowledge for enhanced human productivity, employment, income growth, and social stability. These improvements directly support U.S. foreign assistance goals to build stable democracies and expand economic growth.

Highlights in FY 1997 performance include:

- Under the Agency Strategic Plan, a new Agency Goal for Human Capacity Development was established to include activities in basic education, higher education and workforce development, training, and information technology. During FY 1997 G/HCD developed new activities under each objective to help attain the new goal; and
- In FY 1997 G/HCD launched a wide-ranging operational restructuring effort to upgrade program performance substantially, including:

center-wide with support from M Bureau and external management consultants, G/HCD began a shift from the existing office structure to team-based decision-making and program management to empower staff, to strengthen performance accountability, and to enhance customer orientation;

under SS01 (basic education) with support from LAC and AFR, two new programs were launched in field-based educational research (IEQ2) and educational communication technology innovation (LearnLink);

under SS02 (higher education) with support from PPC and LPA, a new university partnership program using microgrants was launched, establishing an Agency

interface for dialogue with thousands of universities and community colleges. An expensive and outmoded management support contract was eliminated in favor of direct relations with cooperating partners;

under SS03 (training) with support from M/IRM, a new desktop-based training management information system (MIS) was developed to provide up-to-date data to stateside users on the Intranet/Internet, replacing an expensive, unreliable and inaccessible mainframe system. With support from M/OP, a new HAC contract reduced costs from \$200 to \$80 per trainee per month. An under-utilized contract for English Language Testing was eliminated; and

under Sp01 (telecommunications) with support from AFR, a new Inter-Agency Agreement was negotiated to establish a partnership to address USG information technology and policy objectives in USAID presence countries. The partnership includes USAID, State Department, FCC, Commerce, and the Office of the US Trade Representative.

These extensive management and program innovations, accomplished or set in motion during FY 1997, position G/HCD to play a more effective role in supporting the new Agency goal in human capacity development, make more efficient use of scarce staff resources, build on program strengths while effectively addressing some longstanding performance issues, and enhance HCD's tradition of innovation and technical excellence. With this firm foundation established in FY 1997, G/HCD can effectively address technical and programmatic leadership objectives within the context of the Agency's human capacity development goal in the Year 2000.

B. OBJECTIVE CLUSTERS

Center for Human Capacity Development	
Composite Clustering	Strategic Support Objectives (SSOs) and Special Objectives (SpOs)
High	SSO 1 Improved and expanded basic education systems
Medium	SSO 2 Target countries use partnerships to revitalize higher education's contribution to national development
Low	SSO 3 Training improves performance of individuals and effectiveness of host country organizations
New	SpO 1 Expanded and more affordable telecommunications services

Clusters are based upon composite factors of performance, development considerations, U.S. national interests, and U.S. foreign policy. Performance assessment of all objectives indicated the center is meeting, or exceeding, all the targets established for the FY 1997 performance period. An objective's ranking in the "low" cluster is relative to the other objectives of the operating unit. It does not signify that the objective has not met its targets or not had the "anticipated results" described in last year's R4 exercise.

The base level resource allocations are reflective of the needs of each objective and existing management contracts, as revised. In light of strong performance, resource allocations are neither decreased (for poor performance) nor increased (to provide increased attention to poor performers). The pipelines of individual objectives are within a reasonable range (18 months).

C. RESOURCE REQUEST

In FY 1999, G/HCD requires three additional program funded staff for the basic education objective, to focus on educational policy, program evaluation, and field liaison and support; for developing higher education partnerships; and for the telecommunications objective, to focus on helping missions integrate computer-assisted learning and Internet technologies in their ongoing development efforts. These specialized technical staff are needed to meet specific operational needs, consistent with HCD's agreed program objectives, are essential for the

center to fulfill the objectives of the Agency's new Third Goal for Human Capacity Development, and to meet overwhelming demands for rapid technical support in basic education and information technologies from USAID field missions. The center is also requesting an increase of \$.035 million in the OE travel budget for a new level of \$.121 million. No additional workforce or OE resources are being requested for FY 2000.

1. Base Level

a. Program Funding:

The FY 2000 base resource request is strikingly inadequate to meet the existing objectives of G/HCD. The advent of the Agency Goal for Human Capacity Development and the increased workload and leadership role of the center argue strongly for the proposed increment levels in FY 2000. The center is in the process of revising its Strategic Plan to reflect the Agency's emphasis on education and training, as set forth in the new goal in this area. The absolute amounts of money involved are not large, and the Agency gains enormous output and leverage through them (HCD typically obtains six or seven field support dollars for every dollar of core funding). In order to provide adequate oversight of activities to achieve critical results at the base level, G/HCD will be forced to revise some of its objectives. At the base scenario, the following results, and loss of results, are anticipated:

SSO 1 - Basic Education

- The base level scenario will allow G/HCD to proceed with its earlier approved strategy for this aspect of its portfolio. In addition, HCD will realign this budget to make it possible to initiate a new policy assessment program to provide needed support to missions in setting up a new generation of basic education activities to support the new third goal.
- Many nations with major needs in education lack up-to-date, systemic and comprehensive policy reviews for educational development. Policy appraisals will feature policy dialogue at all levels and active participation on the part of representatives of both the public and private sectors. Depending upon the interests and requests of missions and regional bureaus, these appraisals, policy dialogues, program design and networking activities will focus on:
 - * Planning for meeting the strains of rapidly expanding basic education systems
 - * Ensuring quality primary and secondary education for girls as well as boys
 - * Meeting the education planning and program needs of crisis/transition nations
 - * Identifying networks and programs for early childhood

- development
- * Linking resources for basic education with higher education and workforce preparation

SSO 2 - Higher Education

- The base level funding scenario will have a severe crippling effect on this objective. The objective was approved prior to the sector sustaining a substantial budget reduction. It envisioned a strong, well-balanced set of activities with results fully commensurate with Agency needs. At the base level, SSO 2 will cease to be a separate objective. Results will stand at 1/10 of those planned and agreed upon last fiscal year. Resources for this objective will be insufficient to provide technical leadership to achieve the Agency's Strategic Objective in Higher Education. All program funded staff will be eliminated, and only two USDH will remain.
- Historically Black Colleges and University (HBCU) partnerships will be funded, as will final mortgages to existing grants under the University Development and Linkages Program (UDLP).
- The new (in FY 1997) ALO university partnership agreement will not be funded. This will slow the flow of results to a trickle and will probably trigger a decision by the higher education community to pull out of the partnership, leading to major technical, developmental, and representational implications for the Agency.

SSO 3 - Training

- Because this scenario is consistent with historical levels, and therefore, the level contemplated when the objective was approved, G/HCD will be able to continue managing existing activities for training leadership, quality and accountability.
- G/HCD will pursue results associated with the implementation of best practices and mission support and will link work in training to activities under SpO 1 for distance learning.
- TraiNet dissemination will continue with minimal disruption.

SpO 1 - Telecommunications and Information Technology

- High levels of mission demand and State Department interest in both policy and applications make the increment level highly defensible. The base level is below the level used in formulating the approved strategy, thus results will be limited largely to those obtainable through the earmarked training grant to USTTI. Continuation of telecommunications

and information technology as a separate objective is questionable at the base and decrement levels.

- At the base level, G/HCD will maintain the flow of results through the telecommunications training Intermediate Result. The results to be achieved through the policy-based partnership with FCC and State Department are expected to continue but at a level approximately 1/3 below the current level.
- The cutting edge pilot development applications and policy activities of the proposed Distance Learning Initiative will be eliminated.

b. Operating Expense: At the base level, G/HCD will not be in a position to provide technical leadership and field support services to meet the increasing demand. With the continuing dearth of education officers in the field, G/HCD is consistently requested to provide TDY support well beyond the resources available to either field missions or G/HCD. HCD declines two or three field requests for every request accepted. As field missions grapple with the possibilities of the new Third Goal for Education and Training the number of such requests is expected to grow rapidly.

c. Workforce: At the base levels of 16 USDH and 11 non-direct hire staff, objectives in basic education, higher education, and telecommunications will be constrained in terms of management and results. As noted above, at base program funding levels, four program funded staff and all fellows will be terminated.

2. Decrement Level

a. Program Funding:

As previously described, the major impact on education, training, and information objectives is felt at the base scenario, which is considerably lower than historical levels on which the strategy was based. In addition to the results lost at the base scenario, as described above, the following will not be viable under the decrement scenario:

SSO 1 - Basic Education

- Because the difference between the base and decrement level is minimal, G/HCD anticipates no major loss. However, progress on achieving results will be slowed for all activities.

SSO 2 - Higher Education

- The HBCU partnership will be funded.
- Partial support will be provided to UDLIP partnership activities, however, mortgages will not be fully paid.

- As previously noted, dramatic losses in results will occur at the base level because the recently-initiated, and highly popular, Higher Education Partnership Program will be terminated.
- Few results will be achieved under this SSO at the decrement level, all program funded staff will be eliminated, and SSO 2 will probably be discontinued.

SSO 3 - Training

G/HCD will pursue best practices and other results that provide mission support. Dissemination of TrainNet will continue, but at a slower rate. At this level, one of the existing program funded staff will be dropped, thereby eliminating one-third of the capacity to support field mission requests for training support.

SpO 1 - Telecommunications and Information Technology

- G/HCD will continue the USTTI program and will continue the inter-agency agreement with Department of State and FCC. However, this policy-based program will be reduced to about 1/5 of the current level. Most of these funds will be used to cover the cost of a program funded staff member to manage field support and partnership dialogue. It is anticipated that partner Federal agencies could pull out at this level as the coordination effort will be too great given the resources in hand.

b. Workforce: At the decrement program funding level, G/HCD will eliminate an additional program funded staff person (training).

3. Increment Level

a. Program Funding:

The requested increment level of \$11.670 million (\$3.8 million above the base) for G/HCD relates to the critical shortage in the base level for SSO 2, as well as a new initiative essential to leading full implementation of the Agency's Third Goal for Human Capacity Development.

- SSO 2: As previously described, the base level funding scenario will result in the termination of G/HCD's ALO Higher Education Partnerships Program. To avoid a major break with the higher education community, ensure USAID's technical leadership through higher education world-wide and to support the attainment of mission strategic results, an increment of \$2.2 million is requested to continue this initiative which began in FY 1997. These innovative, low-cost and cost-effective partnerships provide critical support for higher education reform, link universities to multiple development needs in their nations and regions,

diversify of university financing, and help attain of equity goals including increasing women's enrollment in higher education.

- SpO 1: An increment of \$1.6 million under the telecommunications objective is requested to fund an exciting new leadership initiative in information technology policy and applications. The Distance Learning Initiative (DLI), will feature feasibility studies, program design, quality assurance, pilots and evaluation activities. This modest but critically important initiative will be designed to ensure Agency leadership in distance learning and training. It will support Agency-wide activities in basic education, higher education, training and information technology. Furthermore, the DLI will greatly expand and improve mission programs for education and training in all sectors. Distance training programs may well become the leading form of Agency staff and program training, and special attention will be placed upon ensuring missions receive the latest and best in distance learning techniques and systems. The DLI will garner major interest from education and communications leaders in both developing and developed nations, and it is expected to attract considerable complementary foundation support for Agency-inspired programs.

At the increment level, HCD will raise the resources committed to the innovative policy-based partnership with Department of State and FCC, and will initiate the new program (Distance Learning Initiative). No additional DH staff are requested.

b. Operating Expense: G/HCD consistently receives requests for travel far above available resources. Travel is primarily for donor coordination, for planning program innovations, and for assessing progress on-site. Missions are requested to fund at least 50 percent, and usually 100 percent of field service travel. Nevertheless, to meet existing and projected travel needs, G/HCD requests an increment level of \$.121 million (\$.035 million above the base) for travel.

CENTER FOR POPULATION, HEALTH AND NUTRITION (G/PHN)

A. OVERVIEW

In 1997, the Global Bureau's Population, Health and Nutrition Center (G/PHN) achieved impressive results and contributed significantly to U.S. foreign policy. G/PHN has contributed towards strategies #15, "Stabilize World Population" and #16, "Protect Human Health and Reduce the Spread of Infectious Diseases" as articulated in the U.S. Strategic Plan for International Affairs (SPIA). The center has also contributed directly to the Agency objectives for the population, health and nutrition sector. The center's performance stems from its success in focusing on its critical functions including global leadership, research and evaluation, and technical support to the field. These critical functions, expressed in the intermediate results (IR) defined under each of the center's four objectives, are unique to G/PHN. They define a continuum of expertise and assistance that links the operations of G/PHN with the problems and opportunities in the developing world; not only in countries served by USAID missions, but globally.

The four existing strategic support objectives under G/PHN met or exceeded performance targets and expected progress toward achieving the objectives. A new strategic support objective, SSO 5: *Increased use of proven interventions to reduce the threat of infectious diseases of major public health importance*, is to be approved before the end of the current FY. SSO 5 contributes directly to the new Agency objective 4.5: *The threat of infectious diseases of public health importance reduced*. USAID is committed to continuing those investments in developing simple, affordable technologies capable of ameliorating the effects of such killing diseases and in strengthening health systems to address endemic childhood diseases.

SSO 1: *Increased use by women and men of voluntary practices that contribute to reduced fertility*, contributes directly to Agency objective 4.1: *Unintended and mistimed pregnancies reduced*. USAID's programs, through G/PHN, have had significant impact on fertility, helping to bring the average number of children per family in developing countries (excluding China) down from over six in the 1960s to four currently. USAID efforts target the more than 150 million women who have expressed an unmet need for family planning. FY 1997 results include:

- In 1996-1997, contraceptive prevalence rates (CPR) increased by 1.5 percentage points in 44 USAID-assisted countries, adding 12 million new users
- CARE expanded its efforts to improve access and quality of family planning/reproductive health (FP/RH) to 28 programs in 22 countries
- Pre-service training of FP/RH service providers was institutionalized in medical, nursing & midwifery schools in 18 countries
- National information/education/communication Task Forces developed in over 20 countries to increase advocacy and

public awareness on population and reproductive health issues

- New public-private partnerships leveraged \$2 million of private sector resources in FP/RH communication
- Clinical trials advanced for three female barrier methods
- Q2, a polymer-based spermicide/microbicide progressed to allow human safety studies in FY 1998

SSO 2: *Increased use of key maternal health and nutrition interventions*, contributes directly to Agency objective 4.3: *Death and adverse health outcomes to women as a result of pregnancy and childbirth reduced*. To meet the Agency's objective, G/PHN's strategic approach is to leverage scarce resources by documenting the feasibility, effectiveness, and affordability of key maternal health interventions, and sharing these results with our international, government and NGO partners. SSO 2 performance highlights for 1997 included:

- In Morocco, Bolivia, Bangladesh, Indonesia, Nepal, Kenya, and Uganda, communication efforts are increasing public awareness and support for integrated reproductive health
- In Bolivia, Guatemala and Indonesia, demonstration projects resulted in strategies and protocols to change behaviors for improving maternal and newborn health
- In Nepal, a national network of more than 60 NGOs/INGOs, together with donors, USAID partners, and the GON, promoted maternal health at the community level

SSO 3: *Increased use of key child health and nutrition interventions*, contributes directly to Agency objective 4.2: *Infant and child health and nutrition improved and infant and child mortality reduced*. G/PHN's special roles within the Agency's child survival program include developing and applying cost-effective and sustainable interventions against childhood diseases; engaging in global policy development and in partnerships with other organizations; providing state-of-the-art technical support and assistance to field missions, regional bureaus and countries' child survival programs, and deriving and disseminating best practices and innovative approaches from the Agency's experience to improve worldwide child survival programming. SSO 3 achievements in FY 1997 include:

- More than two million infant and child deaths were averted as a result of immunization and diarrheal disease control programs in USAID-assisted countries
- Integrated Management of Childhood Illnesses -- Progress was made far beyond expectations (now in 41 countries) and has now broadened to address critical systems issues
- The Vitamin A initiative was launched
- The Africa Integrated Malaria Initiative (AIMI) was fully implemented

SSO 4: *Increase the use of improved, effective and sustainable responses to reduce HIV transmission and mitigate the impact of the HIV/AIDS pandemic*, contributes directly to Agency objective 4.4: *HIV transmission and the impact of the HIV/AIDS pandemic reduced*. USAID, through G/PHN-managed programs, has emerged as the global leader in addressing the HIV epidemic by developing global standards of practice (i.e., proven interventions) for prevention of HIV transmission. SSO 4 achieved the following results in FY 1997:

- The AIDSCAP Women's Initiative disseminated results of 2 female condom feasibility studies, thereby stimulating demand in several USAID-assisted countries
- Syndromic Management of Sexually Transmitted Infections - G/PHN continued close collaboration with UNAIDS to develop and disseminate guidelines
- In eight countries, HIV/AIDS program assessments identified policy "gaps" and recommended enhanced support
- G/PHN actively participated in development of UNAIDS "Guidelines for Sentinel Surveillance Systems"

B. OBJECTIVE CLUSTERS

Center for Population, Health and Nutrition	
Composite Clustering	Strategic Support Objectives (SSOs)
High	SSO 4 Increase the use of improved, effective and sustainable responses to reduce HIV transmission and mitigate the impact of the HIV/AIDS pandemic.
Medium	SSO 1 Increased use by women and men of voluntary practices that contribute to reduced fertility. SSO 3 Increased use of key child health and nutrition interventions.
Low	SSO 2 Increased use of key maternal health and nutrition interventions.
New	SSO 5 Increased use of proven interventions to reduce the threat of infectious diseases of major public health importance.

Clusters are based on composite factors of performance, development considerations, U.S. national interests, and U.S. foreign policy. Performance assessment of all objectives indicated the center is meeting, or exceeding, all the targets established for the FY 1997 performance period. An objective's

ranking in the "low" cluster is relative to the other objectives of the operating unit. It does not signify that the objective has not met its targets or not had the "anticipated results" described in last year's R4 exercise.

The base level resource allocations are not reflective of the needs of each objective and existing management contracts, as revised. However, in light of strong performance, resource allocations are neither decreased (for poor performance) nor increased (to provide increased attention to poor performers). The need to incorporate funding for the new infectious disease SSO 5, however, was a consideration, as was a decision to allocate direct funding for SSO 2 from the Child Survival account and to attribute use of Population (DA Account) funds to improved maternal health. The pipelines of individual objectives are within a reasonable range (18 months).

C. RESOURCE REQUEST

1. Base Level

a. Program Funding:

The FY 2000 base resource request is inadequate to meet the existing objectives of G/PHN. USAID's population activities, including those funded and managed by G/PHN, continued to suffer under budget restrictions in FY 1997. A presidential determination was required to release population funding and funds only became available in March 1997. In FY 1996 and FY 1997, funds were metered over 15-month and 12-month periods, respectively. Frozen or reduced bilateral commitments, reduced support for service delivery, cutbacks in contraceptive research, and increased allocations to management and unit costs are just a few of the consequences of two years of metering.

Overall, the population program has lost much momentum and has struggled to maintain the flow of funding to critical programs that provide vitally needed and desired services in developing countries. Core funded activities have been disproportionately affected in an effort to protect on-the-ground service-delivery programs.

- The base level request for SSO 1, reduced fertility, is considered adequate to fund core family planning and reproductive health activities provided an appropriate level of funding is received from field support, including funding for contraceptives. However, a continuation of reduced funding and metering of funds for population assistance will erode the center's ability to achieve planned results.
- At the base level, G/PHN continues to face serious budget and staffing constraints relative to the needs in SSO 2, maternal health. Despite strong interest from the field for maternal health programming, G/PHN's ability to respond is

limited.

With the revision of the SSO 2 strategy to strengthen focus on interventions directly related to events dependent upon pregnancy and childbirth, G/PHN should be better able to focus activities in selected countries where high maternal mortality occurs. Complementary USAID or other donor programs in selected countries are needed to ensure a critical number of the essential maternal health services necessary for maternal survival are occurring simultaneously. These will accelerate the process of reducing maternal deaths in these countries.

- The base level for SSO 3 will hamper G/PHN's continued progress toward SSO3 targets for FY 1999-2000. The center must increase the awareness of the Agency and its partners regarding the need for continued attention to core child survival interventions if progress toward Agency objectives and World Summit for Children Goals is to be achieved. Further sub-earmarking of child survival funds may affect prospects of achieving these goals.

The center's child health and nutrition past successes obscure several critical challenges that now face USAID and its partners in child survival programming. Efforts directed at the primary killers of children, acute respiratory infections (ARI) and diarrheal disease are inadequate to meet the challenge. In addition, a growing proportion of child deaths is due to neonatal and perinatal causes. More efficient and effective interventions to address these problems as well as more resources from all partners will be critical in the coming years. At the base level, G/PHN is constrained from fully investing in these issues as the problems demand. This is exacerbated by competing priorities at the country level such as health sector reform, decentralization, and sub-earmarking of child survival funds which all take their toll on investments in these core interventions.

- Three activities identified as critical during the recent redesign of the HIV/AIDS portfolio will not be initiated at the base level funding for SSO 4. These are: (1) strengthening HIV surveillance systems in selected USAID assisted countries in order to improve targeting of interventions and allow monitoring of impact of the epidemic; (2) a set of procurements to further engage communities, NGOs, PVOs and the private sector to participate in AIDS prevention; and (3) focused activities in the "prevention to care continuum."

- USAID's ability to put in place an effective strategy under SSO 5 to reduce the threat of infectious diseases and provide effective leadership and support to the field for infectious disease programs will be seriously diminished at the base level. G/PHN technical leadership and research

play critical roles in the Agency's infectious disease strategy. At the base level, G/PHN will terminate support for at least two of the three planned field sites for tuberculosis control; USAID's participation in the global strategy to reduce antimicrobial resistance will be seriously limited; support for the development of new approaches to surveillance will be eliminated; and support for the development of improved approaches to malaria treatment and control will be seriously undermined.

As a result, the Agency will not be able to meet its target of reducing deaths to infectious diseases by 10%, many more lives will be lost due to antibiotic resistant pneumonia and drug resistant malaria, USAID's ability to mount effective approaches to TB control will be seriously limited, and progress toward an effective global surveillance and response system will be considerably slowed, with limited support for key building blocks at the country level.

b. Operating Expense: The center's ability to manage its program resources, including travel requests to the field, and G's ability to provide technical leadership and disseminate results, will be significantly hampered at the base level.

c. Workforce: G/PHN is not requesting an increase in its workforce. Despite the increased responsibility for backstopping field programs due to the reduction in USAID field presence and the decreased capacity of regional bureaus to backstop PHN sector programs, continuing constraints on OE makes it impossible to recruit additional PHN technical staff. As a result, the provision of support to the field and the assistance provided to implement PHN programs will be adversely affected.

2. Decrement Level

a. Program Funding:

For **SSO 1**, reduced fertility, a further reduced budget will negatively impact the following (in addition to the results lost at the base scenario):

- The start up of the new PVO Networks and Commercial Markets activities will not be adequate.
- Activities to expand and increase the work on quality in family planning services will be reduced.
- The center will be unable to adequately respond to family planning needs in the developing world.

For **SSO 2**, maternal health, decreased funding will reduce the development and testing of approaches of interventions for improving maternal health and nutrition.

The decrement reflected for **SSO 3** will severely reduce the

opportunity for key applied research activities funded by the center. These include research on the impact of integrated management for childhood illness, some key investigations regarding the application of new vaccines for respiratory disease and diarrhea, and focused research regarding the impact on micronutrients, notably zinc, on child morbidity and mortality.

In **SSO 4**, at the decrement level, G/PHN will be unable to fulfill its mandate to provide critical prevention and mitigation interventions. G/PHN may reduce its contribution to UNAIDS.

3. Increment Level

a. Program Funding:

The increment level of \$251.124 million (\$17.716 million above the base) for G/PHN relates to the critical shortage in the base level for the following SSOs:

SSO 2, maternal health. Increased funding (\$1 million) will allow the development and expansion of service interventions in this underdeveloped area.

SSO 3, child health and nutrition. Increased funding (\$5.143 million) will mitigate the impact on critical centrally-funded child survival research and implementation activities by providing funding for sub-earmarks for polio and micronutrients. It will also maintain our ability to provide technical leadership and research in maternal health, water supply and sanitation, health financing, and policy reform.

SSO 4, HIV/AIDS. Additional funding (\$4.073 million) will support crucial interventions to reduce sexual transmission of HIV, which accounts for 80% of HIV infection globally. These programs are being implemented in approximately 40 of the most severely affected and vulnerable countries and are intended to reach over 50 million persons with behavior change interventions and improved clinical management of other sexually transmitted infections (STI's).

Over the next 5 years, USAID intends, through its collaboration and support to indigenous public and private sector institutions to reach over 50 million persons with comprehensive HIV/AIDS prevention and mitigation interventions. The following is a list of major accomplishments that G/PHN expects to achieve between now and FY 2000 toward the reduction of STI/HIV transmission:

- G/PHN will support the continuation of the Agency's global leadership and field support in HIV/STI prevention through technical collaboration and financial support to the United Nations Programme on HIV/AIDS (UNAIDS).

- CSM projects will continue to increase demand for and use of condoms. Increases in generated demand are expected to continue to grow, reaching more than 400 million by 2000.
- Over the next two years, it is expected that in 19 USAID-assisted countries, 90% of all NGOs funded through the G/PHN HIV/STI portfolio will have essential management systems and skilled staff persons and 85% of the Alliance-assisted NGOs will have strategic plans articulated for HIV/AIDS prevention and services.
- Through the application of local behavioral research, and through innovative use of established BCC approaches, such as targeting social norms and stigma associated with HIV/STIs, G/PHN expects to bring correct knowledge of HIV prevention methods up to 40% in 1998, and to 50% in the year 2000 in HIV emphasis countries.
- By the year 2000, G/PHN will increase the proportion of people presenting with STI complaints at health facilities who are treated according to national standards to 40% in those clinical settings supported by USAID.

SSO5, infectious diseases. Increased funding (\$7.5 million) will enable G/PHN to provide critical support and leadership to the Agency's Infectious Disease strategy, and help ensure progress toward the Agency goal. Specifically at the increased funding level, G/PHN will be able to fully participate in global strategies for reducing the spread of antimicrobial resistance and tuberculosis, and identifying more effective approaches, interventions and policies for use in the field; expand coverage of more effective interventions for prevention and control of malaria at the community level; put in place effective tools for improving surveillance and response capacity at the country level; and make progress toward the development of new, rapid, diagnostics that can be easily used in the field.

b. Operating Expense: The increment level of \$.326 million (\$.035 million above the base), including \$.276 million for travel and \$.05 million for contract costs) is necessary to maintain the center's ability to respond to demand for technical support to the field, global leadership, transition planning, donor coordination and program management.

OFFICE OF WOMEN IN DEVELOPMENT (G/WID)

A. OVERVIEW

The Office of Women in Development provides technical leadership and support in the areas of women's economic status, girls' education, women's legal rights, and the integration of gender considerations into USAID's programming. G/WID's program is cross-cutting and directly supports three out of the seven Agency goals, i.e., broad-based economic growth and agricultural development encouraged; democracy and good governance strengthened; and human capacity built through education and training. G/WID's program indirectly supports each of the other goals. Similarly, the program increases the Agency's achievement of performance goals in the 150 function, in the areas of increasing the real annual per capita GDP growth rate in developing countries, improving Freedom House ratings of countries in which the U.S. is assisting transition to democracy, and more indirectly promotes reduction of fertility, infant mortality, and diseases such as malaria and HIV/AIDS.

G/WID works closely with the Department of State (DOS) to assist in the achievement of foreign policy objectives. The office actively participates in the President's InterAgency Council on Women (which coordinates the implementation of US commitments at the Fourth World Conference on Women at Beijing); the InterAgency Working Group on Trafficking in Women; the InterAgency Working Group on Violence Against Women; and the InterAgency Working Group on Female Genital Mutilation (FGM).

In line with the Presidential Executive Memorandum of March 11, 1998 on violence against women, trafficking in women, and women in Afghanistan, G/WID is assisting DOS in developing a coordinated U.S. Government approach to trafficking, including a USAID regional trafficking initiative to be announced at the upcoming ASEAN meetings (July 1998). G/WID is also programming ESF to address the human rights of women in Afghanistan, and to assist DOS in the implementation of the US/Canada Peacebuilding Initiative announced during the Secretary's recent trip to Canada as part of the follow-up to the G8 meetings.

G/WID's work on women's legal rights contributes directly to US foreign policy objectives with regard to democratization and human rights, and the office's programs in support of improvements in women's economic status, especially in the agri-business sector, contribute to objectives regarding the broadening and deepening of trade relations.

Highlights of FY 1997 performance include:

- Under SS01, Improved Economic Status of Women, G/WID provided technical assistance and training which resulted in the strengthening of 10 non-governmental organizations (NGOs) that have worked to improve the economic status of women in all four USAID-assisted regions. Because much of

this work is undertaken with associations that deal with countless government, NGO, and private-sector organizations, G/WID's programs have positively impacted a far greater number of organizations than the 10 who received direct assistance. G/WID continues to play an important role in the working group on Gender Equality and Women's Empowerment of the OECD/DAC, particularly in regard to programs and policies associated with poverty alleviation, an economic issue that is critical to women. G/WID continued support for exploratory case studies to broaden understanding of the impact of gender on economic growth.

- Under SS02, Improved Educational Opportunities for Girls in Asia and the Near East, Africa, and Latin America, G/WID launched a worldwide study that includes the development of indicators and a system for measuring and monitoring the sustainability of girls' education actions, awarded a contract to provide logistical support and coordination for a multi-donor sponsored Conference on Girls' Education, and began implementation of an activity to train education authorities at all levels in the education system to increase equity and quality in the classroom in eight countries.

- Under SS03, Improved Women's Legal and Property Rights and Increased Participation in Governance and Civil Society, activities expanded the Agency's portfolio addressing gender-based violence, and firm results in women's property rights were achieved. NGO strengthening far surpassed targets established, twice the number of new studies to improve knowledge of women's legal and political status were initiated, and G/WID assisted in strengthening the Agency's strategic framework in democracy and governance by adding programmatic approaches focused on gender.

- SS04, Integration of gender issues through USAID regional and country programs, positively influenced a wide range of policy and program issues through technical assistance to field missions as well as collaboration with AID/Washington operating units, other donors, and partners. The success of this activity is reflected in the number of requests for follow-on activities and the customer satisfaction reflected in communications.

B. OBJECTIVE CLUSTERS

Office of Women in Development	
Composite Clustering	Strategic Support Objectives (SSOs) and Special Objectives (SpOs)
High	SSO 1 Improved economic status of women SSO 4 Integration of gender issues through USAID regional and country programs
Medium	SSO 3 Improved women's legal and property rights and increased participation in governance and civil society
Low	SSO 2 Improved educational opportunities for girls in South Asia and Africa

Clusters are based upon composite factors of performance, development considerations, U.S. national interests, and U.S. foreign policy. Performance assessment of all objectives indicated the Office is meeting, or exceeding, all the targets established for the FY 1997 performance period. An objective's ranking in the "low" cluster is relative to the other objectives of the operating unit. It does not signify that the objective has not met its targets or not had the "anticipated results" described in last year's R4 exercise.

The base level resource allocations are reflective of the needs of each objective and existing management contracts, as revised. In light of strong performance, resource allocations are neither decreased (for poor performance) nor increased (to provide increased attention to poor performers). The pipelines of individual objectives are within a reasonable range (18 months).

C. RESOURCE REQUEST

G/WID requires one additional non-direct hire to help meet the demands of the girls' education objective.

1. Base Level

a. Program Funding:

The FY 2000 base resource request is inadequate to meet the existing objectives of G/WID and Administration priorities in girls' education, and trafficking and violence against women, which G/WID is expected to help implement. At the base scenario, the following is anticipated:

SSO 1 - Women's Economic Status Improved

- All previously planned results will be achieved. No new initiatives will be pursued.

SSO 2 - Girls' and Women's Education

- The Girls' and Women's Education Initiative was transferred to G/WID for management after G/WID's strategy was approved and a management contract established the anticipated overall costs. Funding to cover the full requirement of this initiative was not additive to the G/WID budget, nor factored into the management contract. At the base level, the Equity in the Classroom activity will be eliminated. This four-year program trains school directors and teacher-trainers in eight countries in practices for increasing girls' school performance and participation with a direct effect on increasing girls' primary school completion. (Recent research indicates that teachers' discriminatory behavior towards girls in the classroom is directly linked to school dropout.) Discontinuing the Equity in the Classroom activity will negatively affect school dropout, and literacy and numeracy skills, for an estimated 576,000 primary school girls.

SSO 3 - Women's Legal Rights

- At the base level, G/WID will no longer be able to support programs addressing the Administration's commitments on trafficking in women. Alternatively, if required to provide continued support to trafficking initiatives, G/WID will curtail its other activities in women's legal rights -- undermining improvements in the very basic constraints faced by hundreds of millions of women with regard to property rights, inheritance rights, marital arrangements, and family violence.

SSO 4 - Gender Integration

- G/WID will continue to work closely with USAID field missions and regional bureaus to integrate gender into their programs. Demand is growing substantially in this area. At the base level, G/WID will be increasingly reliant on mission funding to cover costs associated with the provision of technical assistance.

b. Operating Expense: G/WID is able to adequately manage activities at the base level, \$.068 million.

c. Workforce: At the base levels of 9 USDH and 3.5 non-direct hire staff, the office is generally able to manage all activities in their current and planned portfolio. To improve responsiveness to the field, in FY 1999 G/WID requires the addition of one non-direct hire to assist with the increasing demand for support in the area of girls' education.

2. Decrement Level

a. Program Funding:

In addition to the constraints faced at the base level, at the decrement level, all G/WID programming will be further adversely affected:

SSO 1 - Women's Economic Status Improved

- All previously planned results will stand, but efforts to address gender-based constraints women face in formal and informal agribusiness employment will be slowed. Results will thus be achieved only within a longer time frame.

SSO 2 - Girls' and Women's Education

- At the decrement level, additional activities will be cut possibly including the main GWE Activity Emphasis Country contract. This would effectively dismantle the Girls' Education Initiative despite ongoing White House interest. USAID's technical leadership in girls' education will be lost.

SSO 3 - Women's Legal Rights

- G/WID will not be able to support the Administration's new initiatives and commitments on trafficking in women and violence against women, and will curtail its other activities in women's legal rights. Successes achieved with regard to property rights in South Africa, employment rights in Bangladesh, and constitutional rights in Nepal will remain isolated accomplishments that will not be replicated.

SSO 4 - Gender Integration

- To the extent possible, G/WID will continue to work with USAID field mission and regional bureaus on integrating gender into their programs. The decrement scenario will further inhibit G/WID's ability to expand and deepen the women in development research agenda.

3. Increment Level

a. Program Funding:

The increment level of \$11.8 million (\$1.8 million above the base) for G/WID involves two aspects of the program:

- \$1.1 million is requested to maintain the current program on Girls and Women's Education (SSO 2). Under the increment scenario, G/WID will maintain current programming and fund current commitments in girls' education. No new initiatives will be undertaken. However, the achievement of expected results under the existing Girls' and Women's Education Initiative will not be at risk, and the expectations raised at the USAID-sponsored international conference on girls'

education will be met regarding ongoing USAID technical leadership in girls' education.

- Additionally, \$.7 million is requested to support new Administration initiatives on trafficking in women under the Women's Legal Rights program (SSO 3). With this increase, G/WID will be able to maintain current commitments under the Women's Legal Rights Initiative and still meet White House and Department of State expectations regarding USAID support for new initiatives to combat trafficking in girls and women.

b. Operating Expense: G/WID consistently receives requests for travel far above available resources. The office will continue to request funding from field missions to cover travel costs to help meet these field support demands. Non increase in OE resources are requested.

OFFICE OF PROGRAM DEVELOPMENT AND STRATEGIC PLANNING (G/PDSP)

A. OVERVIEW

The Office of Program Development and Strategic Planning manages the Small Project Assistance (SPA) program which combines the financial resources of USAID with the human resources of the Peace Corps in order to advance mutual goals. Not only does the SPA program enable USAID assistance to have a direct development impact in selected priority areas, it also enables Peace Corps Volunteers to engage community members in a participatory process that contributes to sustainable development at the local level. The program is approved as a Special Objective (SpO) which employs both grants and technical assistance to provide communities with the seed money and the skills necessary to address locally identified needs.

Highlights of FY 1997 performance include:

- The SPA program provided support for 781 community-based activities in more than 75 countries. Programs were initiated or reintroduced in Guatemala, Haiti, Jordan, Russia, and the Ukraine.
- Activities supported cut across many sectoral areas, including environment, child survival, food production, education, water and sanitation, and small enterprise development.
- Training was provided for men and women from four villages in Mali on the importance and practice of family planning, as well as how to provide protection from HIV/AIDS. These trainees later worked together as teams, sharing their knowledge with peers in their communities.
- The program supported many schools in enhancing their libraries to include computer education labs, where students and local community residents can make use of structured computer literacy courses.
- In order to better address community needs, the program supported the construction of community resource and learning centers, such as in Nepal where a women's group coordinated the completion of a center which will provide adult literacy classes, health and family planning courses, child care and job training instruction.
- The SPA program created the Cooperative Poultry Plan, undertaken by the women of low income families in Morocco, which has resulted in income being generated from local egg production.
- In Chile, the program sponsored the writing and publishing of an issue-based, inter-disciplinary environmental education curriculum guide; training for

participants in developing, designing and implementing teacher training methodologies for using the guide; and training on conducting an evaluation of the guide's use.

B. RESOURCE REQUEST

1. Base Level

a. Program Funding: The FY 2000 base resource request (\$1.5 million) is adequate to meet the existing objective.

b. Operating Expense: This program is not allocated discrete OE resources.

c. Workforce: The program is managed by one USDH. No changes are being requested. At this level, the office is able to manage its activities

2. Decrement Level

a. Program Funding: The FY 2000 decrement level would have a negative consequence for the SPA program. The level of funding for technical assistance in all sectors would be reduced. Accordingly, this would decrease the level of host country national training.

b. Operating Expense: N/A

c. Workforce: N/A

3. Increment Level

No increased resources are being sought for this program.

Attachment 1

FY 2000 FELLOWS

Bureau/Office	Fellows On Board
	09/30/00
Overseas	
AFR	29
ANE	14
ENI	15
LAC	5
Total Overseas	63
Washington	
Global	81
BHR	5
PPC	4
AFR	7
ANE	3
LAC	6
ENI	7
Other	3
Total Washington	116
Grand Total	179

This chart represents a projected distribution of Fellows. Size of programs and actual location of Fellows in FY 2000 will depend on the outcome of the M Bureau/G Bureau Fellows study and on availability of funds.

Attachment 2

TAACS	
ChildSurvival/AIDS/POPULATION	ON BOARD
AID/W	09/30/00
GLOBAL	20
AFRICA	1
ENI	0
ANE	1
LAC	1
Total AID/W	23
OVERSEAS	
Africa	16
Asia/Near East	4
Latin America/Carribean	6
Sites to be determined	4
Total Overseas	30
GRAND TOTAL CS/AIDS/POP	53
EDUCATION	
AID/W	
Global	2
AFR	1
ENI	0
ANE	0
LAC	1
Total AID/W	4
OVERSEAS	
Africa	6
Asia/Near East	2
Latin America/Carribean	2
Site to be determined	1
Total Overseas	11
GRAND TOTAL EDUCATION	15
TAACS GRAND TOTAL	68

This chart represents a projected distribution of TAACS. Actual numbers will depend on availability of funding.

Attachment 3

FY 2000 Base Budget Request Earmarks/Directives/Priorities Included in the Base (\$000)

<u>Operating Unit</u>	<u>Earmark/Directive/Priority</u>	<u>Base Amount</u>	<u>Non-Directed</u>	<u>Decrement Amount (a)</u>
G/DG	Labor Grant	\$ 6,000		\$ 5,160
	Subtotal	\$ 6,000	\$ 7,509	
G/EGAD	CRSPs	\$ 17,250		\$ 16,905
	CGIAR	21,025		20,655
	IFDC	2,000		1,960
	Postharvest CASP	1,000		980
	Ag. Biotech	1,000		980
	Food Policy	550		539
	Ag. Policy	250		245
	Ag. Marketing	250		245
	BASIS	850 (b)		1,225
	CS - Micronutrients	2,000 (c)		1,960
	IESC/ATI	5,500		4,730
	Subtotal	\$ 51,675	\$ 7,612	
G/ENV	Office of Energy	\$ 18,000		\$ 17,640
	Neotropical Birds	600		588
	GCC	2,138		2,095
	Subtotal	\$ 20,738	\$16,400	
G/HCD	Basic Education	\$ 4,595 (d)		\$ 4,503
	USTTI	500		430
	Subtotal	\$ 5,095	\$ 2,775	
G/PHN	Population	\$141,824		\$138,957
	Infectious Disease	8,000		7,840
	HIV/AIDS	31,727		31,092
	Child Survival	38,570 (c)		37,799
	Victims of War	7,500 (c)		7,350
	Other Health	5,787		5,671
	Subtotal	\$233,408	\$ -0-	
G/PDSP	Peace Corps	\$ 1,500		\$ 1,300
	Subtotal	\$ 1,500	\$ -0-	
G/WID	Office of WID	\$10,000 (d)		\$ 9,060
	Subtotal	\$10,000	\$ -0-	
TOTAL		\$328,416	\$34,296	

**Not Included in Base
(\$000)**

<u>Operating Unit</u>	<u>Earmark/ Directive/Priority</u>	<u>Amount</u>
G/EGAD	CDP/CDR - assumes ESF, not DA	\$ 5,500
	ICSG - assumes no longer admin. priority	750
	ILD - assumes transfer to LAC per agreement	2,700
	Dairy Directive - assumes M/B reserve funding	3,500
TOTAL		\$12,450

Notes:

- (a) Agreed upon with BASIS managers
- (b) The control levels for the decrement scenario issued by M/B reflected 14% reductions in the "other economic growth" and "democracy/governance" funding sectors. In order to preserve some level of flexibility for technical leadership activities, earmarked/directed activities in those areas (labor grant, IESC/ATI, USTTI) received the full impact of this cut. Remaining activities funded in these areas received proportionally smaller reductions. Control levels issued by M/B for all other sectors resulted in 2% cuts; no discrimination was made between directed, and non-directed, activities.
- (c) These total \$48,070, the G control for Child Survival
- (d) WID includes \$2,340 for Basic Education to total \$6,935, the G control for Basic Education

Bureau
for
Global Programs, Field Support
and Research

FY 2000
Budget Submission

Part 3:
Tables

FINAL
July 16, 1998

BBS TABLE 4A
USAID FY 2000 Budget Request
Bureau Summary
(\$000)

Bureau: Global Programs, Field Support and Research

Account	FY 1998	FY 1999	FY 2000 Request		
	Estimate	Request	Base	Decr	Incr
PROGRAM FUNDING					
Development Assistance-Bilateral	250,670	262,193	262,193	251,813	288,209
Development Assistance-Field Support					
Child Survival/Dis/Basic Ed-Bilateral	109,875	100,519	100,519	98,508	119,335
Child Survival/Dis/Basic Ed-Field Support					
Economic Support Fund	7,000				
Eastern Europe and Baltics					
N.I.S.	1,323				
PL 480 Title II					
PL 480 Title III					
International Disaster Assistance					
Development Credit Authority/Transfer Authority	7,500	15,000	15,000		20,000
Development Credit Authority/G Admin Cost	0	0	0		500
Urban & Environmental Credit Program	3,000	6,000	6,000		10,000
Micro & Small Ent. Dev. Credit Program	1,500	1,500	1,500		1,500
Total Program	380,868	385,212	385,212	350,321	439,544
OPERATING EXPENSES					
Operating Expenses - U.S. Dollars	1,000	1,315	944		1,331
Transfer Auth. (Envr. Travel)	190	200	190		225
Admin - Credit Programs	6,500	6,600	6,600		7,850
Total OE	7,690	8,115	7,734	0	9,406
STAFFING (EOY On-Board)					
US Direct Hire 1/	230	235	230		235
Other U.S. Citizens 1/					
OE Internationally Recruited					
OE Locally Recruited					
UE (AID/W)	13	13	13		13
UE (Overseas)	12	12	12		12
Program Funded	61	73	61		75
FSN/TCN Direct Hire:					
OE Internationally Recruited					
OE Locally Recruited					
US Non-Direct Hire:					
OE Internationally Recruited					
OE Locally Recruited (UE Funded)	1	1	1		1
Program Funded					
Total Staffing Levels	317	334	317	0	336
TAACS	21.5	21.5	21.5		21.5
Fellows	74.5	79.5	74.5		79.5
WAE	2	2	2		2
IDIs					
Total Workforce	415	437	415	0	439

1/ Excludes TAACS, Fellows, and IDIs.

BBS TABLE 4B
USAID FY 2000 Budget Request
Operating Unit Detail
(\$000)

Bureau: Global

Operating Unit: Democracy and Governance

Presence: _____ Non-Presence: _____ Closeout: _____

Account	FY 1998	FY 1999	FY 2000 Request		
	Estimate	Request	Base	Decr	Incr
PROGRAM FUNDING					
Development Assistance-Bilateral	12,600	14,853	13,509	11,617	17,000
Development Assistance-Field Support					
Child Survival/Dis/Basic Ed-Bilateral					
Child Survival/Dis/Basic Ed-Field Support					
Economic Support Fund					
Eastern Europe and Baltics					
N.I.S.					
PL 480 Title II					
PL 480 Title III					
International Disaster Assistance					
Development Credit Authority/Transfer Authority					
Development Credit Authority/G Admin Cost					
Urban & Environmental Credit Program					
Micro & Small Ent. Dev. Credit Program					
Total Program	12,600	14,853	13,509	11,617	17,000
OPERATING EXPENSES					
Operating Expenses - U.S. Dollars	121	135	109		135
Transfer Auth. (Envr. Travel)					
Admin - Credit Programs					
Total OE	121	135	109	0	135
STAFFING (EOY On-Board)					
US Direct Hire 1/	24	27	24		27
Other U.S. Citizens 1/					
OE Internationally Recruited					
OE Locally Recruited					
UE (AID/W)					
UE (Overseas)					
Program Funded	3	4	3		4
FSN/TCN Direct Hire:					
OE Internationally Recruited					
OE Locally Recruited					
US Non-Direct Hire:					
OE Internationally Recruited					
OE Locally Recruited					
Program Funded					
Total Staffing Levels	27	31	27	0	31
TAACS					
Fellows	9	12	9		12
WAE					
IDIs					
Total Workforce	36	43	36	0	43

1/ Excludes TAACS, Fellows, and IDIs.

BBS TABLE 4B
USAID FY 2000 Budget Request
Operating Unit Detail
(\$000)

Bureau: Global

Operating Unit: Economic Growth and Agricultural Development

Presence: _____ Non-Presence: _____ Closeout: _____

Account	FY 1998	FY 1999	FY 2000 Request		
	Estimate	Request	Base	Decr	Incr
PROGRAM FUNDING					
Development Assistance-Bilateral	65,700	55,943	57,287	53,877	69,450
Development Assistance-Field Support					
Child Survival/Dis/Basic Ed-Bilateral			2,000	1,960	2,000
Child Survival/Dis/Basic Ed-Field Support					
Economic Support Fund	7,000				
Eastern Europe and Baltics					
N.I.S.	1,323				
PL 480 Title II					
PL 480 Title III					
International Disaster Assistance					
Development Credit Authority/Transfer Authority	7,500	15,000	15,000		20,000
Development Credit/G Admin Cost					500
Urban & Environmental Credit Program					
Micro & Small Ent. Dev. Credit Program	1,500	1,500	1,500		1,500
Total Program	83,023	72,443	75,787	55,837	93,450
OPERATING EXPENSES					
Operating Expenses - U.S. Dollars	200	237	189		249
Transfer Auth. (Envr. Travel)					
Admin - Credit Programs (MSER)	500	500	500		1,600
Total OE	700	737	689	0	1,849
STAFFING (EOY On-Board)					
US Direct Hire 1/	54	55	54		55
Other U.S. Citizens 1/					
OE Internationally Recruited					
OE Locally Recruited					
UE (AID/W)					
UE (Overseas)					
Program Funded	28	29	28		30
FSN/TCN Direct Hire:					
OE Internationally Recruited					
OE Locally Recruited					
US Non-Direct Hire:					
OE Internationally Recruited					
OE Locally Recruited					
Program Funded					
Total Staffing Levels	82	84	82	0	85
TAACS					
Fellows	4	4	4		4
WAE					
IDIs					
Total Workforce	86	88	86	0	89

1/ Excludes TAACS, Fellows, and IDIs.

BBS TABLE 4B
USAID FY 2000 Budget Request
Operating Unit Detail
(\$000)

Bureau: Global

Operating Unit: Environment

Presence: _____ Non-Presence: _____ Closeout: _____

Account	FY 1998	FY 1999	FY 2000 Request		
	Estimate	Request	Base	Decr	Incr
PROGRAM FUNDING					
Development Assistance-Bilateral	33,975	37,138	37,138	36,395	43,000
Development Assistance-Field Support					
Child Survival/Dis/Basic Ed-Bilateral					
Child Survival/Dis/Basic Ed-Field Support					
Economic Support Fund					
Eastern Europe and Baltics					
N.I.S.					
PL 480 Title II					
PL 480 Title III					
International Disaster Assistance					
Development Credit Authority/Transfer Authority					
Development Credit Authority/G Admin Cost					
Urban & Environmental Credit Program	3,000	6,000	6,000		10,000
Micro & Small Ent. Dev. Credit Program					
Total Program	36,975	43,138	43,138	36,395	53,000
OPERATING EXPENSES					
Operating Expenses - U.S. Dollars	81	77	77		77
Transfer Auth. (Envr. Travel)	190	200	190		225
Admin - Credit Programs (UE Credit)	6,000	6,100	6,100		6,250
Total OE	6,271	6,377	6,367	0	6,552
STAFFING (EOY On-Board)					
US Direct Hire 1/	29	30	29		30
Other U.S. Citizens 1/					
OE Internationally Recruited					
OE Locally Recruited					
UE (AID/W)	13	13	13		13
UE (Overseas)	12	12	12		12
Program Funded	15	24	15		25
FSN/TCN Direct Hire:					
OE Internationally Recruited					
OE Locally Recruited					
US Non-Direct Hire:					
OE Internationally Recruited					
OE Locally Recruited (UE Funded)	1	1	1		1
Program Funded					
Total Staffing Levels	70	80	70	0	81
TAACS					
Fellows	8	8	8		8
WAE	2	2	2		2
IDIs					
Total Workforce	80	90	80	0	91

1/ Excludes TAACS, Fellows, and IDIs.

BBS TABLE 4B
USAID FY 2000 Budget Request
Operating Unit Detail
(\$000)

Bureau: Global

Operating Unit: Human Capacity Development

Presence: _____ Non-Presence: _____ Closeout: _____

Account	FY 1998	FY 1999	FY 2000 Request		
	Estimate	Request	Base	Decr	Incr
PROGRAM FUNDING					
Development Assistance-Bilateral	5,039	3,275	3,275	2,900	7,075
Development Assistance-Field Support					
Child Survival/Dis/Basic Ed-Bilateral	2,460	4,595	4,595	4,503	4,595
Child Survival/Dis/Basic Ed-Field Support					
Economic Support Fund					
Eastern Europe and Baltics					
N.I.S.					
PL 480 Title II					
PL 480 Title III					
International Disaster Assistance					
Development Credit Authority/Transfer Authority					
Development Credit Authority/G Admin Cost					
Urban & Environmental Credit Program					
Micro & Small Ent. Dev. Credit Program					
Total Program	7,499	7,870	7,870	7,403	11,670
OPERATING EXPENSES					
Operating Expenses - U.S. Dollars	90	121	86		121
Transfer Auth. (Envr. Travel)					
Admin - Credit Programs					
Total OE	90	121	86	0	121
STAFFING (EOY On-Board)					
US Direct Hire 1/	16	16	16		16
Other U.S. Citizens 1/					
OE Internationally Recruited					
OE Locally Recruited					
UE (AID/W)					
UE (Overseas)					
Program Funded	9	10	9		10
FSN/TCN Direct Hire:					
OE Internationally Recruited					
OE Locally Recruited					
US Non-Direct Hire:					
OE Internationally Recruited					
OE Locally Recruited					
Program Funded					
Total Staffing Levels	25	26	25	0	26
TAACS		1			1
Fellows	2	3	2		3
WAE					
IDIs					
Total Workforce	27	30	27	0	30

1/ Excludes TAACS, Fellows, and IDIs.

BBS TABLE 4B
USAID FY 2000 Budget Request
Operating Unit Detail
(\$000)

Bureau: Global

Operating Unit: Population, Health and Nutrition

Presence: _____ Non-Presence: _____ Closeout: _____

Account	FY 1998	FY 1999	FY 2000 Request		
	Estimate	Request	Base	Decr	Incr
PROGRAM FUNDING					
Development Assistance-Bilateral	124,196	141,824	141,824	138,957	141,824
Development Assistance-Field Support					
Child Survival/Dis/Basic Ed-Bilateral	105,075	93,584	91,584	89,752	109,300
Child Survival/Dis/Basic Ed-Field Support					
Economic Support Fund					
Eastern Europe and Baltics					
N.I.S.					
PL 480 Title II					
PL 480 Title III					
International Disaster Assistance					
Development Credit Authority/Transfer Authority					
Development Credit Authority/G Admin Cost					
Urban & Environmental Credit Program					
Micro & Small Ent. Dev. Credit Program					
Total Program	229,271	235,408	233,408	228,709	251,124
OPERATING EXPENSES					
Operating Expenses - U.S. Dollars	306	326	290		325
Transfer Auth. (Envr. Travel)					
Admin - Credit Programs					
Total OE	306	326	290	0	325
STAFFING (EOY On-Board)					
US Direct Hire 1/	73	73	73		73
Other U.S. Citizens 1/					
OE Internationally Recruited					
OE Locally Recruited					
UE (AID/W)					
UE (Overseas)					
Program Funded	4	4	4		4
FSN/TCN Direct Hire:					
OE Internationally Recruited					
OE Locally Recruited					
US Non-Direct Hire:					
OE Internationally Recruited					
OE Locally Recruited					
Program Funded					
Total Staffing Levels	77	77	77	0	77
TAACS	19	19	19		19
Fellows	51.5	51.5	51.5		51.5
WAE					
IDIs					
Total Workforce	147.5	147.5	147.5	0	147.5

1/ Excludes TAACS, Fellows, and IDIs.

BBS TABLE 4B
USAID FY 2000 Budget Request
Operating Unit Detail
(\$000)

Bureau: Global

Operating Unit: Women in Development

Presence: _____ Non-Presence: _____ Closeout: _____

Account	FY 1998	FY 1999	FY 2000 Request		
	Estimate	Request	Base	Decr	Incr
PROGRAM FUNDING					
Development Assistance-Bilateral	7,660	7,660	7,660	6,767	8,360
Development Assistance-Field Support					
Child Survival/Dis/Basic Ed-Bilateral	2,340	2,340	2,340	2,293	3,440
Child Survival/Dis/Basic Ed-Field Support					
Economic Support Fund					
Eastern Europe and Baltics					
N.I.S.					
PL 480 Title II					
PL 480 Title III					
International Disaster Assistance					
Development Credit Authority/Transfer Authority					
Development Credit Authority/G Admin Cost					
Urban & Environmental Credit Program					
Micro & Small Ent. Dev. Credit Program					
Total Program	10,000	10,000	10,000	9,060	11,800
OPERATING EXPENSES					
Operating Expenses - U.S. Dollars	71	68	68		68
Transfer Auth. (Envr. Travel)					
Admin - Credit Programs					
Total OE	71	68	68	0	68
STAFFING (EOY On-Board)					
US Direct Hire 1/	9	9	9		9
Other U.S. Citizens 1/					
OE Internationally Recruited					
OE Locally Recruited					
UE (AID/W)					
UE (Overseas)					
Program Funded	2	2	2		2
FSN/TCN Direct Hire:					
OE Internationally Recruited					
OE Locally Recruited					
US Non-Direct Hire:					
OE Internationally Recruited					
OE Locally Recruited					
Program Funded					
Total Staffing Levels	11	11	11	0	11
TAACS	2.5	1.5	2.5		1.5
Fellows		1			1
WAE					
IDIs					
Total Workforce	13.5	13.5	13.5	0	13.5

1/ Excludes TAACS, Fellows, and IDIs.

BBS TABLE 4B
USAID FY 2000 Budget Request
Operating Unit Detail
(\$000)

Bureau: Global

Operating Unit: Program Development and Strategic Planning

Presence: _____ Non-Presence: _____ Closeout: _____

Account	FY 1998	FY 1999	FY 2000 Request		
	Estimate	Request	Base	Decr	Incr
PROGRAM FUNDING					
Development Assistance-Bilateral	1,500	1,500	1,500	1,300	1,500
Development Assistance-Field Support					
Child Survival/Dis/Basic Ed-Bilateral					
Child Survival/Dis/Basic Ed-Field Support					
Economic Support Fund					
Eastern Europe and Baltics					
N.I.S.					
PL 480 Title II					
PL 480 Title III					
International Disaster Assistance					
Development Credit Authority/Transfer Authority					
Development Credit Authority/G Admin Cost					
Urban & Environmental Credit Program					
Micro & Small Ent. Dev. Credit Program					
Total Program	1,500	1,500	1,500	1,300	1,500
OPERATING EXPENSES					
Operating Expenses - U.S. Dollars					
Transfer Auth. (Envr. Travel)					
Admin - Credit Programs					
Total OE	0	0	0	0	0
STAFFING (EOY On-Board)					
US Direct Hire 1/	11	11	11		11
Other U.S. Citizens 1/					
OE Internationally Recruited					
OE Locally Recruited					
UE (AID/W)					
UE (Overseas)					
Program Funded					
FSN/TCN Direct Hire:					
OE Internationally Recruited					
OE Locally Recruited					
US Non-Direct Hire:					
OE Internationally Recruited					
OE Locally Recruited					
Program Funded					
Total Staffing Levels	11	11	11	0	11
TAACS					
Fellows					
WAE					
IDIs					
Total Workforce	11	11	11	0	11

1/ Excludes TAACS, Fellows, and IDIs.

BBS TABLE 4B
USAID FY 2000 Budget Request
Operating Unit Detail
(\$000)

Bureau: Global

Operating Unit: AA

Presence: _____ Non-Presence: _____ Closeout: _____

Account	FY 1998	FY 1999	FY 2000 Request		
	Estimate	Request	Base	Decr	Incr
PROGRAM FUNDING					
Development Assistance-Bilateral					
Development Assistance-Field Support					
Child Survival/Dis/Basic Ed-Bilateral					
Child Survival/Dis/Basic Ed-Field Support					
Economic Support Fund					
Eastern Europe and Baltics					
N.I.S.					
PL 480 Title II					
PL 480 Title III					
International Disaster Assistance					
Development Credit Authority/Transfer Authority					
Development Credit Authority/G Admin Cost					
Urban & Environmental Credit Program					
Micro & Small Ent. Dev. Credit Program					
Total Program	0	0	0	0	0
OPERATING EXPENSES					
Operating Expenses - U.S. Dollars	83	294	77		294
Transfer Auth. (Envr. Travel)					
Admin - Credit Programs					
Total OE	83	294	77	0	294
STAFFING (EOY On-Board)					
US Direct Hire 1/	6	6	6		6
Other U.S. Citizens 1/					
OE Internationally Recruited					
OE Locally Recruited					
UE (AID/W)					
UE (Overseas)					
Program Funded					
FSN/TCN Direct Hire:					
OE Internationally Recruited					
OE Locally Recruited					
US Non-Direct Hire:					
OE Internationally Recruited					
OE Locally Recruited					
Program Funded					
Total Staffing Levels	6	6	6	0	6
TAACS					
Fellows					
WAE					
IDIs					
Total Workforce	6	6	6	0	6

1/ Excludes TAACS, Fellows, and IDIs.

BBS TABLE 4B
USAID FY 2000 Budget Request
Operating Unit Detail
(\$000)

Bureau: Global

Operating Unit: AMS

Presence: _____ Non-Presence: _____ Closeout: _____

Account	FY 1998	FY 1999	FY 2000 Request		
	Estimate	Request	Base	Decr	Incr
PROGRAM FUNDING					
Development Assistance-Bilateral					
Development Assistance-Field Support					
Child Survival/Dis/Basic Ed-Bilateral					
Child Survival/Dis/Basic Ed-Field Support					
Economic Support Fund					
Eastern Europe and Baltics					
N.I.S.					
PL 480 Title II					
PL 480 Title III					
International Disaster Assistance					
Development Credit Authority/Transfer Authority					
Development Credit Authority/G Admin Cost					
Urban & Environmental Credit Program					
Micro & Small Ent. Dev. Credit Program					
Total Program	0	0	0	0	0
OPERATING EXPENSES					
Operating Expenses - U.S. Dollars	48	57	48		62
Transfer Auth. (Envr. Travel)					
Admin - Credit Programs					
Total OE	48	57	48	0	62
STAFFING (EOY On-Board)					
US Direct Hire 1/	8	8	8		8
Other U.S. Citizens 1/					
OE Internationally Recruited					
OE Locally Recruited					
UE (AID/W)					
UE (Overseas)					
Program Funded					
FSN/TCN Direct Hire:					
OE Internationally Recruited					
OE Locally Recruited					
US Non-Direct Hire:					
OE Internationally Recruited					
OE Locally Recruited					
Program Funded					
Total Staffing Levels	8	8	8	0	8
TAACS					
Fellows					
WAE					
IDIs					
Total Workforce	8	8	8	0	8

1/ Excludes TAACS, Fellows, and IDIs.

BBS TABLE 5A - USAID FY 2000 Budget Request by Program/Country

Country/Program: Global Bureau: Center for Democracy and Governance

Scenario: Base Level

S.O. #	Title		FY 1998 Estimate	FY 1999 Request	FY 2000 Request										Future Cost (POST) FY 2000	Year Final Oblig	
	Approp Acct	Bilateral/ Field Spt			Total	Basic Education	Agri- culture	Other Economic Growth	Population	Child Survival	HIV/AIDS	Infectious Diseases	Other Health	Environ			D/G
SSO 1: Rule of Law																	
	DA	Core Field Spt	2,750	3,000	2,000 0										2,000		
		Total	2,750	3,000	2,000	0	0	0	0	0	0	0	0	0	2,000		
SSO 2: Elections																	
	DA	Core Field Spt	1,750	1,000	2,000 0										2,000		
		Total	1,750	1,000	2,000	0	0	0	0	0	0	0	0	0	2,000		
SSO 3: Civil Society																	
	DA	Core Field Spt	4,100	7,353	7,009 0										7,009		
		Total	4,100	7,353	7,009	0	0	0	0	0	0	0	0	0	7,009		
SSO 4: Governance																	
	DA	Core Field Spt	4,000	3,500	2,500 0										2,500		
		Total	4,000	3,500	2,500	0	0	0	0	0	0	0	0	0	2,500		
SO 5:																	
		Core Field Spt			0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
SO 6:																	
		Core Field Spt			0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total Core			12,600	14,853	13,509	0	0	0	0	0	0	0	0	0	13,509		
Total Field Support			0	0	0	0	0	0	0	0	0	0	0	0	0		
TOTAL PROGRAM			12,600	14,853	13,509	0	0	0	0	0	0	0	0	0	13,509		

FY 2000 Request Sector Totals

Eco & Agriculture Growth	0
[Of which Microenterprise]	[]
PHN	0
Environment	0
Democracy	13,509
HCD	0

Country/Program: Global Bureau: Center for Democracy and Governance
Scenario: Decrement Level

FY 2000 Request Sector Totals		
Eco & Agriculture Growth		0
[Of which Microenterprise]	[]
PHN		0
Environment		0
Democracy	11,617	
HCD		0

Country/Program: Global Bureau: Center for Democracy and Governance
Scenario: Increment Level

FY 2000 Request Sector Totals	
Eco & Agriculture Growth	0
[Of which Microenterprise]	[]
PHN	0
Environment	0
Democracy	17,000
HCD	0

BBS TABLE 5A - USAID FY 2000 Budget Request by Program/Country

Country/Program: Global Bureau: Center for Economic Growth and Agricultural Development

Scenario: Base Level

S.O. # , Title	Approp Acct	Bilateral/ Field Spt	FY 1998 Estimate	FY 1999 Request	FY 2000 Request											Future Cost (POST) FY 2000	Year Final Oblig
					Total		Basic Education	Agri-culture	Other Economic Growth	Population	Child Survival	HIV/AIDS	Infectious Diseases	Other Health	Environ		
SSO 1: Microenterprise																	
	DA	Core	14,200	0	0												
		Field Spt	500	0	0												
		Total	14,700	0	0		0	0	0	0	0	0	0	0	0		
SSO 1: Microenterprise																	
	DFA	Core	10,300	0	0												
		Field Spt		0	0												
		Total	10,300	0	0		0	0	0	0	0	0	0	0	0		
SSO 2: Agriculture																	
	CS/DA	Core	49,800	42,250	46,725					2,000				20,400			
		Field Spt			0												
		Total	49,800	42,250	46,725		0	24,325	0	0	2,000	0	0	0	20,400	0	
SSO 3: Emerging Markets																	
	DA	Core	3,100	1,000	4,200			4,200									
		Field Spt			0												
		Total	3,100	1,000	4,200		0	0	4,200	0	0	0	0	0	0	0	
SPO 1: MSED																	
	DA	Core	800	800	862			862									
		Field Spt			0												
		Total	800	800	862		0	0	862	0	0	0	0	0	0	0	
SPO 2: IESC/ATI																	
	DA	Core	5,500	5,500	5,500			5,500									
		Field Spt			0												
		Total	5,500	5,500	5,500		0	0	5,500	0	0	0	0	0	0	0	
SPO 3: Outreach																	
	DA	Core	1,000	893	2,000			2,000									
		Field Spt			0												
		Total	1,000	893	2,000		0	0	2,000	0	0	0	0	0	0	0	
SPO 4: CDP/CDR																	
	DA	Core	5,500	5,500	0	**		0									
		Field Spt			0												
		Total	5,500	5,500	0		0	0	0	0	0	0	0	0	0	0	
		Core			0												
		Field Spt			0												
		Total	0	0	0		0	0	0	0	0	0	0	0	0	0	
		Core			0												
		Field Spt			0												
		Total	0	0	0		0	0	0	0	0	0	0	0	0	0	
Total Core			90,200	55,943	59,287		0	24,325	12,562	0	2,000	0	0	0	20,400	0	
Total Field Support			500	0	0		0	0	0	0	0	0	0	0	0	0	
TOTAL PROGRAM			90,700	55,943	59,287		0	24,325	12,562	0	2,000	0	0	0	20,400	0	

FY 2000 Request Sector Totals

Eco & Agriculture Growth	36,887
[Of which Microenterprise]	[]
PHN	2,000
Environment	20,400
Democracy	0
HCD	0

* This amount includes \$2.038 million which was reflected as "Other Economic Growth" in the 1999 CP. "Agriculture" better reflects planned Activity

** ESF funding is sought for the Israeli Research Program consistent with ongoing discussion with ANE Bureau.

BBS TABLE 5A - USAID FY 2000 Budget Request by Program/Country

Country/Program: Global Bureau: Center for Economic Growth and Agricultural Development

Scenario: Decrement Level

S.O. # , Title	Approp Acct	Bilateral/ Field Spt	FY 1998 Estimate	FY 1999 Request	FY 2000 Request											Future Cost (POST) FY 2000		
					Total	Basic Education	Agri-culture	Other Economic Growth	Population	Child Survival	HIV/AIDS	Infectious Diseases	Other Health	Environ	D/G			
SSO 1: Microenterprise																		
	DA	Core	14,200		0													
		Field Spt	500		0													
		Total	14,700	0	0													
SSO 1: Microenterprise																		
	DFA	Core	10,300		0													
		Field Spt			0													
		Total	10,300	0	0													
SSO 2: Agriculture																		
	DA/CS	Core	49,800	42,250	45,461		23,509			1,960				19,992				
		Field Spt			0													
		Total	49,800	42,250	45,461	0	23,509	0	0	1,960	0	0	0	19,992	0			
SSO 3: Emerging Markets																		
	DA	Core	3,100	1,000	3,506			3,506										
		Field Spt			0													
		Total	3,100	1,000	3,506	0	0	3,506	0	0	0	0	0	0	0			
SPO 1: MSED																		
	DA	Core	800	800	740			740										
		Field Spt			0													
		Total	800	800	740	0	0	740	0	0	0	0	0	0	0			
SPO 2: IESC/ATI																		
	DA	Core	5,500	5,500	4,730			4,730										
		Field Spt			0													
		Total	5,500	5,500	4,730	0	0	4,730	0	0	0	0	0	0	0			
SPO 3: Outreach																		
	DA	Core	1,000	893	1,400			1,400										
		Field Spt			0													
		Total	1,000	893	1,400	0	0	1,400	0	0	0	0	0	0	0			
SPO 4: CDP/CDR																		
	DA	Core	5,500	5,500	0			0										
		Field Spt			0													
		Total	5,500	5,500	0	0	0	0	0	0	0	0	0	0	0			
		Core			0													
		Field Spt			0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0			
Total Core			90,200	55,943	55,837	0	23,509	10,376	0	1,960	0	0	0	19,992	0			
Total Field Support			500	0	0	0	0	0	0	0	0	0	0	0	0			
TOTAL PROGRAM			90,700	55,943	55,837	0	23,509	10,376	0	1,960	0	0	0	19,992	0			

FY 2000 Request Sector Totals

Eco & Agriculture Growth	33,885
[Of which Microenterprise]	[]
PHN	1,960
Environment	19,992
Democracy	0
HCD	0

BBS TABLE 5A - USAID FY 2000 Budget Request by Program/Country

Country/Program: Global Bureau: Center for Economic Growth and Agricultural Development
 Scenario: Increment Level

S.O. #	Title		FY 1998 Estimate	FY 1999 Request	FY 2000 Request												Future Cost (POST) FY 2000	
	Approp Acct	Bilateral/ Field Spt			Total	Basic Education	Agri- culture	Other Economic Growth	Population	Child Survival	HIV/AIDS	Infectious Diseases	Other Health	Environ	D/G			
SSO 1: Microenterprise																		
	DA	Core	14,200		0													
		Field Spt	500		0													
		Total	14,700	0	0	0	0	0	0	0	0	0	0	0	0			
SSO 1: Microenterprise																		
	DFA	Core	10,300		0													
		Field Spt			0													
		Total	10,300	0	0	0	0	0	0	0	0	0	0	0	0			
SSO 2: Agriculture																		
	DA/CS	Core	49,800	42,250	57,750		35,350			2,000				20,400				
		Field Spt			0													
		Total	49,800	42,250	57,750	0	35,350	0	0	2,000	0	0	0	20,400	0			
SSO 3: Emerging Markets																		
	DA	Core	3,100	1,000	5,200			5,200										
		Field Spt			0													
		Total	3,100	1,000	5,200	0	0	5,200	0	0	0	0	0	0	0			
SPO 1: MSED																		
	DA	Core	800	800	1,000			1,000										
		Field Spt			0													
		Total	800	800	1,000	0	0	1,000	0	0	0	0	0	0	0			
SPO 2: IESC/ATI																		
	DA	Core	5,500	5,500	5,500			5,500										
		Field Spt			0													
		Total	5,500	5,500	5,500	0	0	5,500	0	0	0	0	0	0	0			
SPO 3: Outreach																		
	DA	Core	1,000	893	2,000			2,000										
		Field Spt			0													
		Total	1,000	893	2,000	0	0	2,000	0	0	0	0	0	0	0			
SPO 4: CDP/CDR																		
	DA	Core	5,500	5,500	0			0										
		Field Spt			0													
		Total	5,500	5,500	0	0	0	0	0	0	0	0	0	0	0			
		Core			0													
		Field Spt			0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0			
Total Core			90,200	55,943	71,450	0	35,350	13,700	0	2,000	0	0	0	20,400	0			
Total Field Support			500	0	0	0	0	0	0	0	0	0	0	0	0			
TOTAL PROGRAM			90,700	55,943	71,450	0	35,350	13,700	0	2,000	0	0	0	20,400	0			

FY 2000 Request Sector Totals

Eco & Agriculture Growth	49,050
[Of which Microenterprise]	[]
PHN	2,000
Environment	20,400
Democracy	0
HCD	0

BBS TABLE 5A - USAID FY 2000 Budget Request by Program/Country

Country/Program: Global Bureau: Center for Environment
Scenario: Base Level

S.O. #	Title		FY 1998 Estimate	FY 1999 Request	FY 2000 Request											Future Cost (POST) FY 2000	Year Final Oblig
	Approp Acct	Bilateral/ Field Spt			Total	Basic Education	Agri- culture	Other Economic Growth	Population	Child Survival	HIV/AIDS	Infectious Diseases	Other Health	Environ	D/G		
SSO 1: Natural Resources																	
	DA	Core Field Spt	10,325	10,000	10,000 0									10,000			
		Total	10,325	10,000	10,000	0	0	0	0	0	0	0	0	10,000	0		
SSO 2: Cities																	
	DA	Core Field Spt	5,650	7,000	7,000 0									7,000			
		Total	5,650	7,000	7,000	0	0	0	0	0	0	0	0	7,000	0		
SSO 3: Energy																	
	DA	Core Field Spt	18,000	18,000	18,000 0									18,000			
		Total	18,000	18,000	18,000	0	0	0	0	0	0	0	0	18,000	0		
SPO 1: Climate Change																	
	DA	Core Field Spt	0	2,138	2,138 0									2,138			
		Total	0	2,138	2,138	0	0	0	0	0	0	0	0	2,138	0		
		Core Field Spt			0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total Core			33,975	37,138	37,138	0	0	0	0	0	0	0	0	37,138	0		
Total Field Support			0	0	0	0	0	0	0	0	0	0	0	0	0		
TOTAL PROGRAM			33,975	37,138	37,138	0	0	0	0	0	0	0	0	37,138	0		

FY 2000 Request Sector Totals

Eco & Agriculture Growth	0
[Of which Microenterprise]	[]
PHN	0
Environment	37,138
Democracy	0
HCD	0

BBS TABLE 5A - USAID FY 2000 Budget Request by Program/Country

Country/Program: Global Bureau: Center for Environment
 Scenario: Decrement Level

S.O. #	Title		FY 1998 Estimate	FY 1999 Request	FY 2000 Request										Future Cost (POST) FY 2000	Year Final Oblig
	Approp Acct	Bilateral/ Field Spt			Total	Basic Education	Agri- culture	Other Economic Growth	Population	Child Survival	HIV/AIDS	Infectious Diseases	Other Health	Environ		
SSO 1: Natural Resources																
	DA	Core Field Spt	10,325	10,000	9,800 0									9,800		
		Total	10,325	10,000	9,800	0	0	0	0	0	0	0	9,800	0		
SSO 2: Cities																
	DA	Core Field Spt	5,650	7,000	6,860 0									6,860		
		Total	5,650	7,000	6,860	0	0	0	0	0	0	0	6,860	0		
SSO 3: Energy																
	DA	Core Field Spt	18,000	18,000	17,640 0									17,640		
		Total	18,000	18,000	17,640	0	0	0	0	0	0	0	17,640	0		
SPO 1: Climate Change																
	DA	Core Field Spt	0	2,138	2,095 0									2,095		
		Total	0	2,138	2,095	0	0	0	0	0	0	0	2,095	0		
		Core Field Spt			0 0											
		Total	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0											
		Total	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0											
		Total	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0											
		Total	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0											
		Total	0	0	0	0	0	0	0	0	0	0	0	0		
Total Core			33,975	37,138	36,395	0	0	0	0	0	0	0	0	36,395	0	
Total Field Support			0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL PROGRAM			33,975	37,138	36,395	0	0	0	0	0	0	0	0	36,395	0	

FY 2000 Request Sector Totals

Eco & Agriculture Growth	0
[Of which Microenterprise]	[]
PHN	0
Environment	36,395
Democracy	0
HCD	0

Country/Program: Global Bureau: Center for Environment
Scenario: Increment Level

FY 2000 Request Sector Totals	
Eco & Agriculture Growth	0
[Of which Microenterprise]	[]
PHN	0
Environment	43,000
Democracy	0
HCD	0

BBS TABLE 5A - USAID FY 2000 Budget Request by Program/Country

Country/Program: Global Bureau: Center for Human Capacity Development
 Scenario: Base Level

S.O. #	Title		FY 1998 Estimate	FY 1999 Request	FY 2000 Request											Future Cost (POST) FY 2000	Year Final Oblig	
	Approp Acct	Bilateral/ Field Spt			Total	Basic Education	Agri- culture	Other Economic Growth	Population	Child Survival	HIV/AIDS	Infectious Diseases	Other Health	Environ	D/G			
SSO 1: Basic Education																		
	CS	Core	2,460	4,595	4,595	4,595												
		Field Spt			0													
		Total	2,460	4,595	4,595	4,595	0	0	0	0	0	0	0	0	0			
SSO 2: Higher Education																		
	DA	Core	3,564	1,800	1,800			1,800										
		Field Spt			0													
		Total	3,564	1,800	1,800	0	0	1,800	0	0	0	0	0	0	0	0		
SSO 3: Training																		
	DA	Core	775	775	775			775										
		Field Spt			0													
		Total	775	775	775	0	0	775	0	0	0	0	0	0	0	0		
SSO 4: Telecommunications																		
	DA	Core	700	700	700			700										
		Field Spt			0													
		Total	700	700	700	0	0	700	0	0	0	0	0	0	0	0		
		Core			0													
		Field Spt			0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core			0													
		Field Spt			0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core			0													
		Field Spt			0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total Core			7,499	7,870	7,870	4,595	0	3,275	0	0	0	0	0	0	0	0		
Total Field Support			0	0	0	0	0	0	0	0	0	0	0	0	0	0		
TOTAL PROGRAM			7,499	7,870	7,870	4,595	0	3,275	0	0	0	0	0	0	0	0		

FY 2000 Request Sector Totals

Eco & Agriculture Growth	3,275
[Of which Microenterprise]	[]
PHN	0
Environment	0
Democracy	0
HCD	4,595

BBS TABLE 5A - USAID FY 2000 Budget Request by Program/Country

Country/Program: Global Bureau: Center for Human Capacity Development

Scenario: Decrement Level

S.O. # , Title	Approp Acct	Bilateral/ Field Spt	FY 1998 Estimate	FY 1999 Request	FY 2000 Request											Future Cost (POST) FY 2000	Year Final Oblig
					Total	Basic Education	Agri-culture	Other Economic Growth	Population	Child Survival	HIV/AIDS	Infectious Diseases	Other Health	Environ	D/G		
SSO 1: Basic Education																	
	CS	Core Field Spt	2,460	4,595	4,503 0	4,503											
		Total	2,460	4,595	4,503	4,503	0	0	0	0	0	0	0	0	0		
SSO 2: Higher Education																	
	DA	Core Field Spt	3,564	1,800	1,600 0			1,600									
		Total	3,564	1,800	1,600	0	0	1,600	0	0	0	0	0	0	0		
SSO 3: Training																	
	DA	Core Field Spt	775	775	700 0			700									
		Total	775	775	700	0	0	700	0	0	0	0	0	0	0		
SSO 4: Telecommunications																	
	DA	Core Field Spt	700	700	600 0			600									
		Total	700	700	600	0	0	600	0	0	0	0	0	0	0		
		Core Field Spt			0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total Core			7,499	7,870	7,403	4,503	0	2,900	0	0	0		0	0	0		
Total Field Support			0	0	0	0	0	0	0	0	0		0	0	0		
TOTAL PROGRAM			7,499	7,870	7,403	4,503	0	2,900	0	0	0	0	0	0	0		

FY 2000 Request Sector Totals

Eco & Agriculture Growth	2,900
[Of which Microenterprise]	[]
PHN	0
Environment	0
Democracy	0
HCD	4,503

BBS TABLE 5A - USAID FY 2000 Budget Request by Program/Country

Country/Program: Global Bureau: Center for Human Capacity Development

Scenario: Increment Level

S.O. # , Title	Approp Acct	Bilateral/ Field Spt	FY 1998 Estimate	FY 1999 Request	FY 2000 Request											Future Cost (POST) FY 2000
					Total	Basic Education	Agri- culture	Other Economic Growth	Population	Child Survival	HIV/AIDS	Infectious Diseases	Other Health	Environ	D/G	
SSO 1: Basic Education																
	CS	Core Field Spt	2,460	4,595	4,595 0	4,595										
		Total	2,460	4,595	4,595	4,595	0	0	0	0	0	0	0	0	0	
SSO 2: Higher Education																
	DA	Core Field Spt	3,564	1,800	4,000 0			4,000								
		Total	3,564	1,800	4,000	0	0	4,000	0	0	0	0	0	0	0	
SSO 3: Training																
	DA	Core Field Spt	775	775	775 0			775								
		Total	775	775	775	0	0	775	0	0	0	0	0	0	0	
SSO 4: Telecommunications																
	DA	Core Field Spt	700	700	2,300 0			2,300								
		Total	700	700	2,300	0	0	2,300	0	0	0	0	0	0	0	
		Core Field Spt			0 0											
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Core Field Spt			0 0											
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	
		Core Field Spt			0 0											
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Core			7,499	7,870	11,670	4,595	0	7,075	0	0	0		0	0	0	
Total Field Support			0	0	0	0	0	0	0	0	0		0	0	0	
TOTAL PROGRAM			7,499	7,870	11,670	4,595	0	7,075	0	0	0	0	0	0	0	
FY 2000 Request Sector Totals																
Eco & Agriculture Growth					7,075											
[Of which Microenterprise]					[]											
PHN					0											
Environment					0											
Democracy					0											
HCD					4,595											

BBS TABLE 5A - USAID FY 2000 Budget Request by Program/Country

Country/Program: Global Bureau: Center for Population, Health and Nutrition

Scenario: Base Level

S.O. # , Title	Approp Acct	Bilateral/ Field Spt	FY 1998 Estimate	FY 1999 Request	FY 2000 Request										Future Cost (POST) FY 2000	Year Final Oblig		
					Total	Basic Education	Agri- culture	Other Economic Growth	Population	Child Survival	HIV/AIDS	Infectious Diseases	Other Health	Environ			D/G	
SSO 1: Reduced Fertility																		
	DA	Core Field Spt	124,196	141,824	141,824 0				141,824									
		Total	124,196	141,824	141,824	0	0	0	141,824	0	0	0	0	0	0			
SSO 2: Maternal Health																		
	CS	Core Field Spt	0	0	14,000 0					11,200			2,800					
		Total	0	0	14,000	0	0	0	0	11,200	0	0	2,800	0	0			
SSO 3: Child Health																		
	CS	Core Field Spt	48,525	53,857	37,857 0					34,870			2,987					
		Total	48,525	53,857	37,857	0	0	0	0	34,870	0	0	2,987	0	0			
SSO 4: HIV/AIDS																		
	CS	Core Field Spt	31,900	31,727	31,727 0						31,727							
		Total	31,900	31,727	31,727	0	0	0	0	0	31,727	0	0	0	0	0		
SSO 5: Infectious Diseases																		
	CS	Core Field Spt	24,650	8,000	8,000 0							8,000						
		Total	24,650	8,000	8,000	0	0	0	0	0	0	8,000	0	0	0	0		
		Core Field Spt			0 0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total Core			229,271	235,408	233,408	0	0	0	141,824	46,070	31,727	8,000	5,787	0	0			
Total Field Support			0	0	0	0	0	0	0	0	0	0	0	0	0			
TOTAL PROGRAM			229,271	235,408	233,408	0	0	0	141,824	46,070	31,727	8,000	5,787	0	0			

FY 2000 Request Sector Totals

Eco & Agriculture Growth	0
[Of which Microenterprise]	[]
PHN	233,408
Environment	0
Democracy	0
HCD	0

BBS TABLE 5A - USAID FY 2000 Budget Request by Program/Country

Country/Program: Global Bureau: Center for Population, Health and Nutrition

Scenario: Decrement Level

S.O. #	Title		FY 1998 Estimate	FY 1999 Request	FY 2000 Request										Future Cost (POST) FY 2000	Year Final Oblig	
	Approp Acct	Bilateral/ Field Spt			Total	Basic Education	Agri- culture	Other Economic Growth	Population	Child Survival	HIV/AIDS	Infectious Diseases	Other Health	Environ			D/G
SSO 1: Reduced Fertility																	
	DA	Core Field Spt	124,196	141,824	138,957 0				138,957								
		Total	124,196	141,824	138,957	0	0	0	138,957	0	0	0	0	0	0		
SSO 2: Maternal Health																	
	CS	Core Field Spt	0	0	13,720 0					10,976			2,744				
		Total	0	0	13,720	0	0	0	0	10,976	0	0	2,744	0	0		
SSO 3: Child Health																	
	CS	Core Field Spt	48,525	53,857	37,100 0					34,173			2,927				
		Total	48,525	53,857	37,100	0	0	0	0	34,173	0	0	2,927	0	0		
SSO 4: HIV/AIDS																	
	CS	Core Field Spt	31,900	31,727	31,092 0					31,092							
		Total	31,900	31,727	31,092	0	0	0	0	31,092	0	0	0	0	0		
SSO 5: Infectious Diseases																	
	CS	Core Field Spt	24,650	8,000	7,840 0							7,840					
		Total	24,650	8,000	7,840	0	0	0	0	0	0	7,840	0	0	0		
		Core Field Spt			0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total Core			229,271	235,408	228,709	0	0	0	138,957	76,241	0	7,840	5,671	0	0		
Total Field Support			0	0	0	0	0	0	0	0	0	0	0	0	0		
TOTAL PROGRAM			229,271	235,408	228,709	0	0	0	138,957	76,241	0	7,840	5,671	0	0		

FY 2000 Request Sector Totals

Eco & Agriculture Growth	0
[Of which Microenterprise]	[]
PHN	228,709
Environment	0
Democracy	0
HCD	0

Country/Program: Global Bureau: Center for Population, Health and Nutrition
Scenario: Increment Level

FY 2000 Request Sector Totals	
Eco & Agriculture Growth	0
[Of which Microenterprise]	[]
PHN	251,124
Environment	0
Democracy	0
HCD	0

BBS TABLE 5A - USAID FY 2000 Budget Request by Program/Country

Country/Program: Global Bureau: Office of Women in Development

Scenario: Base Level

S.O. # , Title	Approp Acct	Bilateral/ Field Spt	FY 1998 Estimate	FY 1999 Request	FY 2000 Request											Future Cost (POST) FY 2000	Year Final Oblig	
					Total	Basic Education	Agri- culture	Other Economic Growth	Population	Child Survival	HIV/AIDS	Infectious Diseases	Other Health	Environ	D/G			
SSO 1: Economic Status																		
	DA	Core Field Spt	2,440	2,440	2,440 0			2,440										
		Total	2,440	2,440	2,440	0	0	2,440	0	0	0	0	0	0	0			
SSO 2: Girls Education																		
	CS	Core Field Spt	2,340	2,340	2,340 0	2,340												
		Total	2,340	2,340	2,340	2,340	0	0	0	0	0	0	0	0	0			
SSO 3: Legal Rights																		
	DA	Core Field Spt	2,520	2,520	2,520 0											2,520 *		
		Total	2,520	2,520	2,520	0	0	0	0	0	0	0	0	0	2,520			
SSO 4: Gender Integration																		
	DA	Core Field Spt	2,700	2,700	2,700 0			2,700										
		Total	2,700	2,700	2,700	0	0	2,700	0	0	0	0	0	0	0			
		Core Field Spt			0 0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0			
		Core Field Spt			0 0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0			
		Core Field Spt			0 0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0			
		Core Field Spt			0 0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0			
		Core Field Spt			0 0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0			
		Core Field Spt			0 0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0			
Total Core			10,000	10,000	10,000	2,340	0	5,140	0	0	0		0	0	2,520			
Total Field Support			0	0	0	0	0	0	0	0	0		0	0	0			
TOTAL PROGRAM			10,000	10,000	10,000	2,340	0	5,140	0	0	0	0	0	0	2,520			

FY 2000 Request Sector Totals

Eco & Agriculture Growth	5,140
[Of which Microenterprise]	[]
PHN	0
Environment	0
Democracy	2,520
HCD	2,340

* This amount reflects \$2.52 million which was included in the 1999 CP as "Other Economic Growth", "Democracy sector funding better reflects planned activity"

BBS TABLE 5A - USAID FY 2000 Budget Request by Program/Country

Country/Program: Global Bureau: Office of Women in Development

Scenario: Decrement Level

S.O. #	Title		FY 1998 Estimate	FY 1999 Request	FY 2000 Request										Future Cost (POST) FY 2000	Year Final Oblig	
	Approp Acct	Bilateral/ Field Spt			Total	Basic Education	Agri-culture	Other Economic Growth	Population	Child Survival	HIV/AIDS	Infectious Diseases	Other Health	Environ			D/G
SSO 1: Economic Status																	
	DA	Core Field Spt	2,440	2,440	2,200 0			2,200									
		Total	2,440	2,440	2,200	0	0	2,200	0	0	0	0	0	0	0		
SSO 2: Girls Education																	
	CS	Core Field Spt	2,340	2,340	2,293 0	2,293											
		Total	2,340	2,340	2,293	2,293	0	0	0	0	0	0	0	0	0		
SSO 3: Legal Rights																	
	DA	Core Field Spt	2,520	2,520	2,167 0											2,167	
		Total	2,520	2,520	2,167	0	0	0	0	0	0	0	0	0	2,167		
SSO 4: Gender Integration																	
	DA	Core Field Spt	2,700	2,700	2,400 0			2,400									
		Total	2,700	2,700	2,400	0	0	2,400	0	0	0	0	0	0	0		
		Core Field Spt			0 0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0 0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total Core			10,000	10,000	9,060	2,293	0	4,600	0	0	0		0	0	2,167		
Total Field Support			0	0	0	0	0	0	0	0	0		0	0	0		
TOTAL PROGRAM			10,000	10,000	9,060	2,293	0	4,600	0	0	0	0	0	0	2,167		

FY 2000 Request Sector Totals

Eco & Agriculture Growth	4,600
[Of which Microenterprise]	[]
PHN	0
Environment	0
Democracy	2,167
HCD	2,293

BBS TABLE 5A - USAID FY 2000 Budget Request by Program/Country

Country/Program: Global Bureau: Office of Women in Development

Scenario: Increment Level

S.O. # , Title	Approp Acct	Bilateral/ Field Spt	FY 1998 Estimate	FY 1999 Request	FY 2000 Request											Future Cost (POST) FY 2000		
					Total	Basic Education	Agri- culture	Other Economic Growth	Population	Child Survival	HIV/AIDS	Infectious Diseases	Other Health	Environ	D/G			
SSO 1: Economic Status																		
	DA	Core Field Spt	2,440	2,440	2,440 0			2,440										
		Total	2,440	2,440	2,440	0	0	2,440	0	0	0	0	0	0	0	0		
SSO 2: Girls Education																		
	CS	Core Field Spt	2,340	2,340	3,440 0	3,440												
		Total	2,340	2,340	3,440	3,440	0	0	0	0	0	0	0	0	0	0		
SSO 3: Legal Rights																		
	DA	Core Field Spt	2,520	2,520	3,220 0											3,220		
		Total	2,520	2,520	3,220	0	0	0	0	0	0	0	0	0	0	3,220		
SSO 4: Gender Integration																		
	DA	Core Field Spt	2,700	2,700	2,700 0			2,700										
		Total	2,700	2,700	2,700	0	0	2,700	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0 0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total Core			10,000	10,000	11,800	3,440	0	5,140	0	0	0		0	0	3,220			
Total Field Support			0	0	0	0	0	0	0	0	0		0	0	0			
TOTAL PROGRAM			10,000	10,000	11,800	3,440	0	5,140	0	0	0	0	0	0	3,220			

FY 2000 Request Sector Totals

Eco & Agriculture Growth	5,140
[Of which Microenterprise]	[]
PHN	0
Environment	0
Democracy	3,220
HCD	3,440

Country/Program: Global Bureau: Office of Program Development & Strategic Planning
Scenario: Base Level

S.O. #	Title		FY 1998 Estimate	FY 1999 Request	FY 2000 Request										Future Cost (POST) FY 2000	Year Final Oblig	
	Approp Acct	Bilateral/ Field Spt			Total	Basic Education	Agriculture	Other Economic Growth	Population	Child Survival	HIV/AIDS	Infectious Diseases	Other Health	Environ			D/G
SPO 1: Peace Corps																	
	DA	Core Field Spt	1,500	1,500	1,500			1,500									
		Total	1,500	1,500	1,500	0	0	1,500	0	0	0	0	0	0	0		
SSO 1																	
		Core Field Spt			0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
		Core Field Spt			0												
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total Core			1,500	1,500	1,500	0	0	1,500	0	0	0		0	0	0		
Total Field Support			0	0	0	0	0	0	0	0	0		0	0	0		
TOTAL PROGRAM			1,500	1,500	1,500	0	0	1,500	0	0	0	0	0	0	0		

Eco & Agriculture Growth	1,500
[Of which Microenterprise]	[]
PHN	0
Environment	0
Democracy	0
HCD	0

BBS TABLE 5A - USAID FY 2000 Budget Request by Program/Country

Country/Program: Global Bureau: Office of Program Development & Strategic Planning
 Scenario: Decrement Level

S.O. # , Title	Approp Acct	Bilateral/ Field Spt	FY 1998 Estimate	FY 1999 Request	FY 2000 Request											Future Cost (POST) FY 2000	Year Final Oblig	
					Total	Basic Education	Agri- culture	Other Economic Growth	Population	Child Survival	HIV/AIDS	Infectious Diseases	Other Health	Environ	D/G			
SPO 1: Peace Corps																		
	DA	Core	1,500	1,500	1,300			1,300										
		Field Spt			0													
		Total	1,500	1,500	1,300	0	0	1,300	0	0	0	0	0	0	0			
SSO 1																		
		Core			0													
		Field Spt			0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0			
		Core			0													
		Field Spt			0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0			
		Core			0													
		Field Spt			0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0			
		Core			0													
		Field Spt			0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0			
		Core			0													
		Field Spt			0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0			
		Core			0													
		Field Spt			0													
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0			
Total Core			1,500	1,500	1,300	0	0	1,300	0	0	0	0	0	0	0			
Total Field Support			0	0	0	0	0	0	0	0	0	0	0	0	0			
TOTAL PROGRAM			1,500	1,500	1,300	0	0	1,300	0	0	0	0	0	0	0			

FY 2000 Request Sector Totals

Eco & Agriculture Growth	1,300
[Of which Microenterprise]	[]
PHN	0
Environment	0
Democracy	0
HCD	0

Country/Program: Global Bureau: Office of Program Development & Strategic Planning
Scenario: Increment Level

FY 2000 Request Sector Totals	
Eco & Agriculture Growth	1,500
[Of which Microenterprise]	[]
PHN	0
Environment	0
Democracy	0
HCD	0

Table 6 - Composite Clustering

AGENCY GOAL:		Broad Based Economic Growth/Agric. Devel.
Composite Clustering	Operating Unit	SO Name
H	G/EGAD	Economic growth/emerging markets
H	G/EGAD	Technology transfer by US business
H	G/WID	Improved economic status of women
H	G/WID	Integration of gender issues through USAID regional/country programs
M	G/EGAD	Microenterprise
M	G/EGAD	Agriculture/food security/natural resources
M	G/EGAD	Access to finance/information for microenterprises & Small Bus.
L	G/EGAD	Science and technology among Middle Eastern and devel. countries
L	G/EGAD	Enhance the ability of indigenous business within emerging mkts.
New SOs	G/HCD	Expanded and more affordable telecommunications services

AGENCY GOAL:		Democracy and Good Governance Strengthened
Composite Clustering	Operating Unit	SO Name
H	G/DG	Rule of law
H	G/DG	Governance
M	G/DG	Elections
M	G/WID	Women's legal and property rights/increased participation in gov.
L	G/DG	Civil Society

AGENCY GOAL:		Human Capacity Built Through Educ. and Trng.
Composite Clustering	Operating Unit	SO Name
H	G/HCD	Improved and expanded basic education systems
M	G/HCD	Higher education
L	G/HCD	Training improves performance of individuals and host country org.
L	G/WID	Improved educational opportunities for girls in South Asia/Africa

AGENCY GOAL: World Population Stabilized and Health Protected		
Composite Clustering	Operating Unit	SO Name
H	G/PHN	HIV/AIDS
M	G/PHN	Reduced fertility
M	G/PHN	Child survival
L	G/PHN	Maternal health
New SOs	G/PHN	Infectious diseases

AGENCY GOAL:		World's Environment Protected for Sustainability
Composite Clustering	Operating Unit	SO Name
H	G/ENV	Energy
M	G/ENV	Natural resources
L	G/ENV	Urban programs
New SOs	G/ENV	Global climate change

Composite Cluster Legend:

- H = Top Quartile
- M = Medium Quartile
- L = Lowest Quartile